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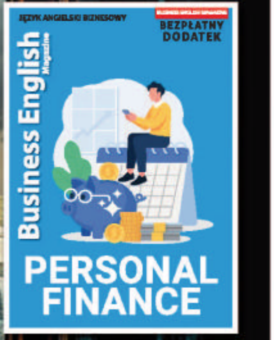
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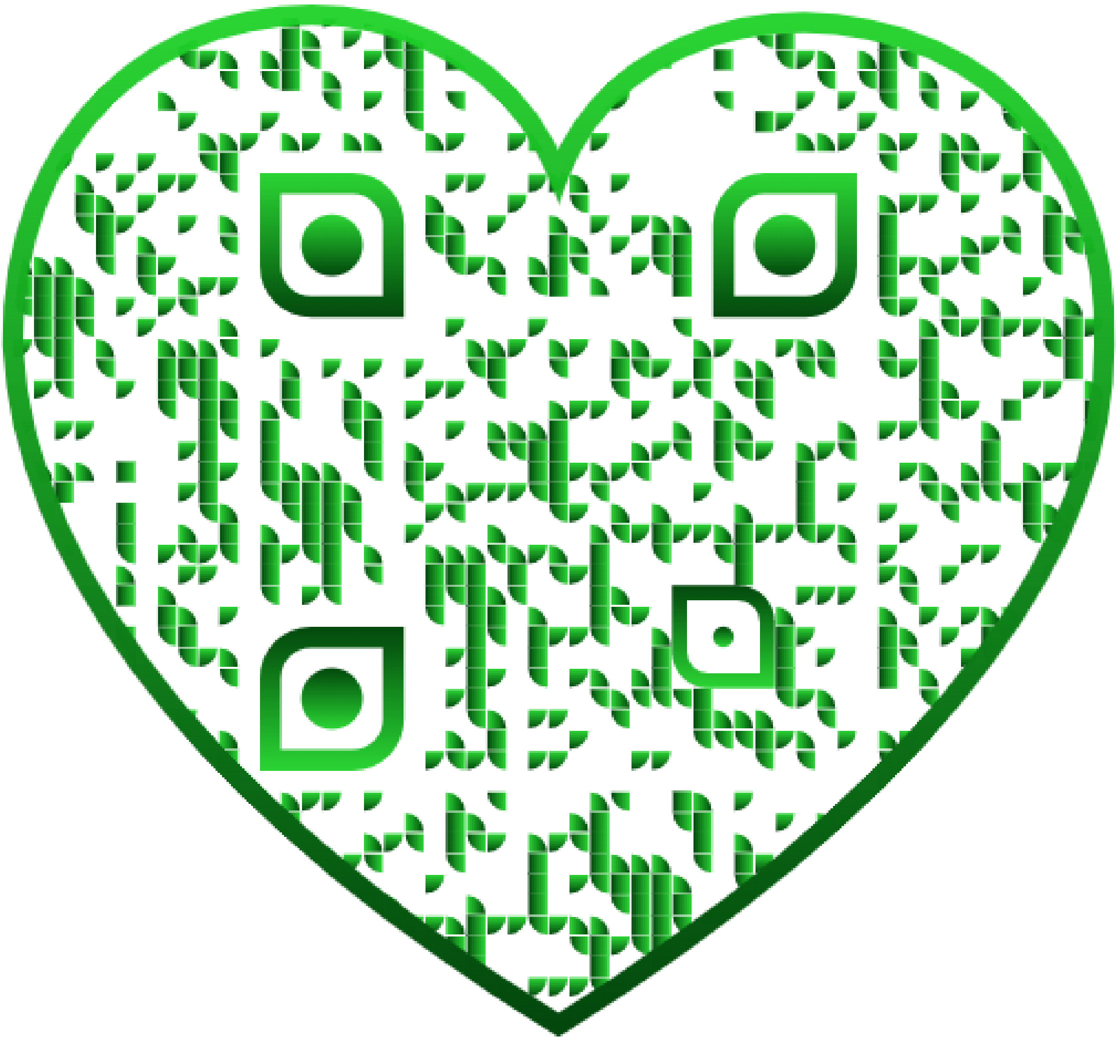

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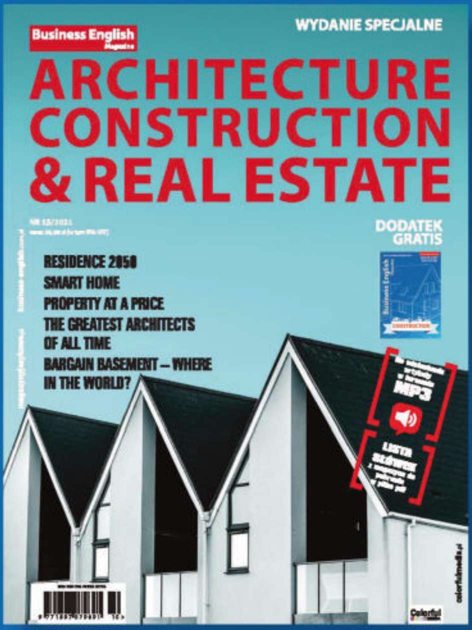
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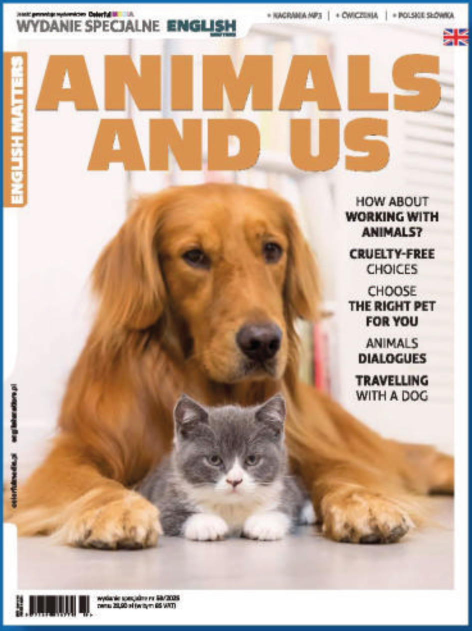
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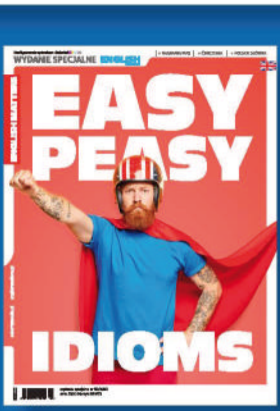
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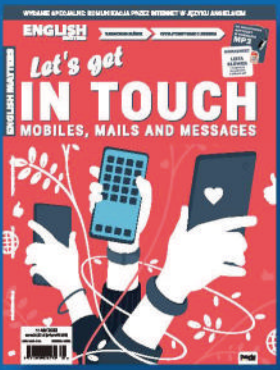
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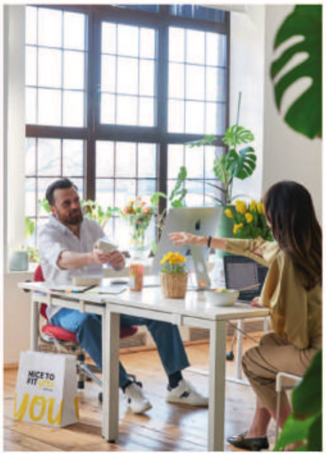

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HOKKAIDO VALLEY

FOR DECADES, THE northern Japanese island of Hokkaido has been famous for two things: its world-class powder snow[1] and for supplying[2] over half of the country's milk. But now a new crop[3] is being planted, one made of silicon. Japan is making a multi-billion dollar gamble[4] to transform its agricultural[5] heartland[6] into a global semiconductor[7] superpower.

If you walk through the city of Chitose today, the view is changing. Where once there were only open fields[8], cranes[9] now dominate the skyline[10], constructing vast[11] research centres[12] and factories[13]. It is all part of a plan to create "Hokkaido Valley", Japan's answer to Silicon Valley[14], and reboot[15] a national industry[16] that has fallen behind[17] its Asian neighbours[18]. The goal is ambitious: to transform this quiet, snowy island into a major contender[19] in the USD 600 bln global race to supply the computer chips[20] that power everything from our smartphones to Artificial Intelligence[21].

Leading the charge[22] is Rapidus, a new company backed by[23] the Japanese government[24] and titans like Toyota and Sony. Their mission is to build fabrication plants[25] capable of[26] producing cutting-edge[27] 2-nanometre (2nm) chips by 2027. Currently, only industry leaders TSMC and Samsung operate at this level. By partnering with IBM and Dutch semiconductor company ASML, Rapidus aims to leapfrog[28] several generations of development to join this elite club.

Rapidus CEO Atsuyoshi Koike chose Hokkaido for two essentials[29]: water and stability. Chipmaking requiring[30] massive amounts of ultra-pure[31] water, which the island has in abundance[32]. Furthermore[33], the region is less prone to[34] the earthquakes[35] that plague[36] the rest of Japan, offering the stable ground necessary for microscopic precision.

1	**powder snow**	ˈpaʊdə snəʊ	**puszysty, sypki śnieg**
2	**to supply**	tə səˈplaɪ	**zaopatrywać**
3	**crop**	krɒp	**uprawa**
4	**gamble**	ˈgæmbl	**zagrywka, ryzykowny ruch**
5	**agricultural**	ˌægrɪˈkʌltʃərəl	**rolniczy**
6	**heartland**	ˈhɑːtlænd	**serce, centrum**
7	**semiconductor**	ˈsemɪkənˈdʌktə	**półprzewodnik**
8	**open fields**	ˈəʊpən fiːldz	**otwarte pola**
9	**crane**	kreɪn	**dźwig, żuraw**
10	**skyline**	ˈskaɪlaɪn	**panorama**
11	**vast**	vɑːst	**ogromny**
12	**research centre**	rɪˈsɜːtʃ ˈsentə	**centrum badawcze**
13	**factory**	ˈfæktərɪ	**fabryka**
14	**Silicon Valley**	ˈsɪlɪkən ˈvælɪ	**Dolina Krzemowa**
15	**to reboot sth**	tə ˈriːbuːt ˈsʌmθɪŋ	**zrestartować coś**
16	**national industry**	ˈnæʃənl ˈɪndəstrɪ	**przemysł krajowy**
17	**to fall behind**	tə fɔːl bɪˈhaɪnd	**pozostawać w tyle**
18	**neighbour**	ˈneɪbə	**sąsiad**
19	**contender**	kənˈtendə	**pretendent**
20	**computer chip**	kəmˈpjuːtə tʃɪp	**mikroprocesor, układ scalony, chip**
21	**Artificial Intelligence**	ˌɑːtɪˈfɪʃəl ɪnˈtelɪdʒəns	**sztuczna inteligencja**
22	**to lead the charge**	tə led ðə tʃɑːdʒ	**prowadzić natarcie**
23	**backed by sth**	bækt. baɪ ˈsʌmθɪŋ	**wspierany przez coś**
24	**government**	ˈgʌvnmənt	**rząd**
25	**fabrication plant**	ˌfæbrɪˈkeɪʃən plɑːnt	**zakład produkcyjny**
26	**capable of sth**	ˈkeɪpəbl ɒv ˈsʌmθɪŋ	**będący w stanie coś zrobić**
27	**cutting-edge**	ˌkʌtɪŋ ˈedʒ	**najnowocześniejszy**
28	**to leapfrog**	tə ˈliːpfrɒg	**przeskoczyć**
29	**essentials**	ɪˈsenʃəlz	**podstawy**
30	**to require sth**	tə rɪˈkwaɪə ˈsʌmθɪŋ	**wymagać czegoś**
31	**ultra-pure**	ˈʌltrə pjʊə	**niezwykle czysty**
32	**in abundance**	ɪn əˈbʌndəns	**pod dostatkiem**
33	**furthermore**	ˈfɜːðəˈmɔː	**co więcej, ponadto**
34	**prone to sth**	prəʊn tə ˈsʌmθɪŋ	**podatny na coś**
35	**earthquake**	ˈɜːθkweɪk	**trzęsienie ziemi**
36	**to plague**	tə pleɪg	**dręczyć**

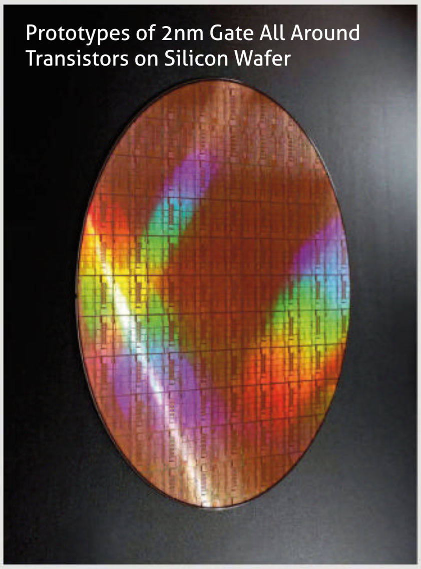
Atsuyoshi Koike

The Japanese government is all in[37]. Between 2020 and 2024, it poured USD 27 bln into[38] the chip sector, a higher percentage of its GDP[39] than even the United States. In late 2024, Tokyo unveiled[40] another package worth USD 65 bln to support AI and chip development[41]. But writing cheques is the easy part. Japan faces a demographic time bomb[42]. Its population is shrinking[43], and the country is bracing for[44] a shortage[45] of 40,000 engineers in the coming years. With over a third of the national budget already consumed by welfare[46] for the elderly[47], money for training and education is squeezed[48]. Rapidus is partnering with Hokkaido University to train new blood[49], but admits[50] it will need to rely on foreign talent[51], a sensitive topic[52] in a country that has historically been resistant to[53] immigration.

To compete with the massive scale of Taiwan's TSMC, Rapidus is betting on speed. Koike's strategy is to deliver[54] bespoke[55], custom[56] chips for AI three times faster than his rivals. It is a daring industrial push; if successful, it could secure Japan's economic future and create a vital new supply chain[57] for the world.

A WORD WORTH REMEMBERING

in abundance
/ɪn əˈbʌndəns/
pod dostatkiem


Prototypes of 2nm Gate All Around Transistors on Silicon Wafer

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[37] **to be all in** tə biː ɔːl ɪn **iść na całość**
[38] **to pour into sth** tə pɔːr ˈɪntʊ ˈsʌmθɪŋ **wpompować w coś**
[39] **GDP = Gross Domestic Product** ˌdʒiː diː ˈpiː grəʊs dəʊˈmestɪk ˈprɒdʌkt **PKB, produkt krajowy brutto**
[40] **to unveil sth** tʊ ʌnˈveɪl ˈsʌmθɪŋ **ujawniać coś**
[41] **development** dɪˈveləpmənt **rozwój**
[42] **time bomb** taɪm bɒm **bomba z opóźnionym zapłonem**
[43] **to shrink** tə ʃrɪŋk **kurczyć się**
[44] **to brace for sth** tə breɪs fə ˈsʌmθɪŋ **przygotowywać się na coś**
[45] **shortage** ˈʃɔːtɪdʒ **niedobór**
[46] **welfare** ˈwelfeə **opieka społeczna**
[47] **elderly** ˈeldəlɪ **ludzie starsi**
[48] **squeezed** skwiːzd ***tu:*** **ograniczony**
[49] **new blood** njuː blʌd **świeża krew**
[50] **to admit** tʊ ədˈmɪt **przyznawać**
[51] **foreign talent** ˈfɒrɪn ˈtælənt **zagraniczni pracownicy**
[52] **sensitive topic** ˈsensɪtɪv ˈtɒpɪk **drażliwy temat**
[53] **resistant to sth** rɪˈzɪstənt tə ˈsʌmθɪŋ **niechętny czemuś**
[54] **to deliver sth** tə dɪˈlɪvə ˈsʌmθɪŋ **dostarczać coś/czegoś**
[55] **bespoke** bɪˈspəʊk **zindywidualizowany**
[56] **custom** ˈkʌstəm ***tu:*** **na zamówienie**
[57] **supply chain** səˈplaɪ tʃeɪn **łańcuch dostaw**

The Nanometre Race

In the world of microchips, smaller is always better. The "nanometre" (nm) number refers to the size of the transistors on a chip. The smaller the transistor, the more you can pack onto a single chip, making your phone or computer faster and more energy-efficient.

- **10nm – 7nm:** The standard for most modern electronics a few years ago.
- **5nm – 3nm:** The current cutting edge, found in the latest premium smartphones (dominated by TSMC in Taiwan).
- **2nm:** The next frontier[1]. This is the Holy Grail[2] that Rapidus, Samsung, and TSMC are all racing to mass produce. By leaping straight[3] to 2nm, Japan is attempting[4] to skip[5] several generations of development to catch up with[6] the leaders in one go[7].

[1] **frontier** ˈfrʌntɪə **granica**
[2] **Holy Grail** ˈhəʊlɪ greɪl **Święty Graal**
[3] **to leap straight** tə liːp streɪt **przeskakiwać prosto**
[4] **to attempt** tʊ əˈtempt **próbować**
[5] **to skip** tə skɪp **pominąć**
[6] **to catch up with sb** tə kætʃ ʌp wɪð ˈsʌmbədɪ **dogonić kogoś**
[7] **in one go** ɪn wʌn gəʊ **za jednym zamachem**

INFOBOX

REDAKCJA:
ul. Lednicka 23, 60-413 Poznań
redakcja@colorfulmedia.pl
tel. 61 833 63 28

WYDAWCA:
COLORFUL MEDIA
ul. Lednicka 23, 60-413 Poznań
colorfulmedia.pl
business-english.com.pl

EDITOR-IN-CHIEF:
Piotr Olejniczak

REDAKTOR PROWADZĄCA:
Hanna Danielczak-Ziadi

ZESPÓŁ:
Janet Sandford
Michael Gaylord
Jonathan Sidor
Steve Sibbald
Jonathan Moore
Paul Martin

KOREKTA:
Graham Crawford

CZYTELNIK TESTOWY:
Jakub Nowak

STUDIO DTP:
Sławomir Kinal
Michał Sobański

PROJEKT OKŁADKI/ZDJĘCIE:
Sławomir Kinal

ILUSTRACJE:
Sławomir Kinal

NAGRANIA MP3:
Graham Crawford

DZIAŁ PRENUMERATY:
prenumerata@colorfulmedia.pl
tel. 61 833 63 28, 663 242 433

DZIAŁ REKLAMY:
tel. 61 833 63 28
reklama@colorfulmedia.pl

PRODUCT MANAGER
Karolina Mazurkiewicz
tel. 663 242 433
k.mazurkiewicz@colorfulmedia.pl

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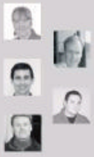


by Janet Sandford

THE COST OF THE INTERNET

These days, most of us take access[1] to the internet for granted[2], and for those working from home, it's a must-have[3]. As such, like car tyres[4] or insurance[5], it can be something of a grudge purchase[6]. We bemoan[7] how much we have to pay for what has become essential[8]. However, Polish residents[9] should not feel too hard done by[10], as their tariffs[11] are better than most.

A 2025 survey[12] conducted[13] by Cable.co.uk revealed[14] the best and worst countries for internet value for money. Prices were measured[15] by Mbps of fixed broadband[16] bandwidth[17] converted into USD for comparison[18]. To put that in layman's terms[19], Mbps stands for megabits per second, a unit of data transfer speed; Broadband is a fixed connection such as fibre[20] or cable, and bandwidth refers to[21] the maximum capacity[22] of that connection – how much data can be transferred per second. Your monthly subscription price will show what you pay for a certain internet speed. For example, if you pay USD 100 per month for a 20 Mbps connection, the unit cost works out[23] at USD 5.00 per Mbps. As clear as mud[24]? Let's get down to business[25] with the winners and losers.

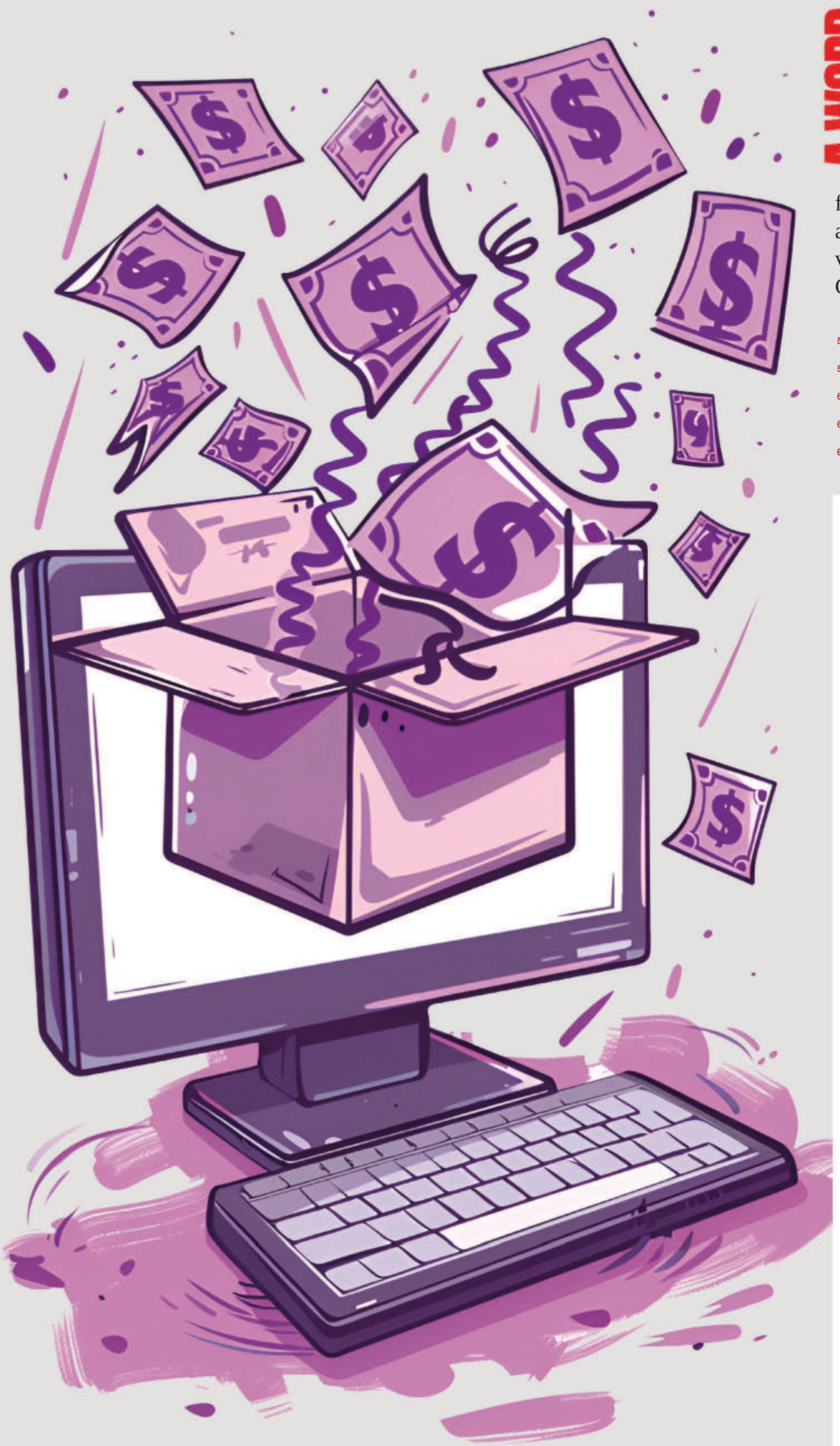
By far the most expensive country is the UAE (United Arab Emirates), where two exclusive[26] state providers[27] hold a duopoly, charging[28] a very stiff[29] average[30] price of USD 4.31. Prices in Switzerland are commensurate[31] with the high standard of living[32] there at USD 2.07. However, it is perhaps surprising, and challenging for customers in the lower-income countries of Ghana, Kenya and Morocco, that they also feature[33] in the top five most expensive places to purchase internet access.

How about Europe? Germany is the only EU country with an average tariff above a dollar at USD 1.04. Many European countries, including the UK, are in the range[34] of USD 0.20 – 36; however, some come in well below this figure. France and Hungary offer internet at USD 0.06 per Mbps, while Poland is three cents, and Romania is just a single cent. How come[35] the price is so varied[36]?

The standard of living, wage[37] levels and customer expectations[38] play a part[39], so the wealthier may not bat an eyelid[40] at a higher price. The rollout[41] of cheap internet in Central and Eastern Europe, as well as lower average wages (making technical support cheaper), has also been driven by EU and national government[42] support in digital infrastructure[43] funding. Regulation has ensured[44] healthy competition[45], while high urban density[46] has made installation and coverage[47] more cost-efficient[48] for providers. Coming late to the game has also been fortuitous[49], enabling[50] the likes of Poland and Romania to leapfrog[51] older technologies such as copper-based[52] telephone lines and go straight to fibre-optics[53], with Romania boasting[54] the highest fibre penetration in Europe – by the end of 2023, 93 percent of localities[55] were covered by fibre-optic technology, facilitating[56] at least 1 Gbps.

The internet may be a global phenomenon, but the cost of accessing it, even taking into account[57] local purchasing power[58], is far

[1] **access** ˈækses **dostęp**
[2] **to take sth for granted** tə teɪk ˈsʌmθɪŋ fə ˈgrɑːntɪd **brać coś za pewnik**
[3] **must-have** mʌst hæv **coś niezbędnego**
[4] **car tyre** kɑː ˈtaɪə **opona samochodowa**
[5] **insurance** ɪnˈʃʊərəns **ubezpieczenie**
[6] **grudge purchase** grʌdʒ ˈpɜːtʃəs **zakup dokonywany z pewną niechęcią**
[7] **to bemoan** tə bɪˈməʊn **lamentować**
[8] **essential** ɪˈsenʃəl **niezbędny, konieczny**
[9] **resident** ˈrezɪdənt **mieszkaniec**
[10] **to be hard done by** tə biː hɑːd dʌn baɪ **być pokrzywdzonym**
[11] **tariffs** ˈtærɪfs **ceny**
[12] **survey** ˈsɜːveɪ **badanie**
[13] **conducted by sb** kɒndʌktid baɪ ˈsʌmbədɪ **przeprowadzony przez kogoś**
[14] **to reveal sth** tə rɪˈviːl ˈsʌmθɪŋ **ujawniać coś**
[15] **to measure** tə ˈmeʒə **mierzyć**
[16] **fixed broadband** fɪkst ˈbrɔːdbænd **łącze szerokopasmowe**
[17] **bandwidth** ˈbændwɪdθ **przepustowość łącza**
[18] **comparison** kəmˈpærɪsn **porównanie**
[19] **in layman's terms** ɪn ˈleɪmənz tɜːmz **w prostych słowach, na chłopski rozum**
[20] **fibre** ˈfaɪbə ***tu:* światłowód**
[21] **to refer to sth** tə rɪˈfɜː tə ˈsʌmθɪŋ **odnosić się do czegoś**
[22] **capacity** kəˈpæsətɪ ***tu:* przepustowość**
[23] **to work out** tə wɜːk aʊt **wynosić**
[24] **as clear as mud** æz klɪər æz mʌd **niejasne, zagmatwane**
[25] **to get down to business** tə get daʊn tə ˈbɪznɪs **przejść do rzeczy**
[26] **exclusive** ɪksˈkluːsɪv **wyłączny**
[27] **state provider** steɪt prəˈvaɪdə **publiczny dostawca**
[28] **to charge sth** tə tʃɑːdʒ ˈsʌmθɪŋ **pobierać, naliczać coś**
[29] **stiff** stɪf ***tu:* wysoki**
[30] **average** ˈævərɪdʒ **średni, przeciętny**
[31] **commensurate** kəˈmensjərət **proporcjonalny**
[32] **standard of living** ˈstændəd ɒv ˈlɪvɪŋ **poziom życia**
[33] **to feature** tə ˈfiːtʃə ***tu:* znajdować się**
[34] **range** reɪndʒ **zakres**
[35] **how come** haʊ kʌm **jak to możliwe**
[36] **varied** ˈveərɪd **zróżnicowany**
[37] **wage** weɪdʒ **płaca, zarobki**
[38] **expectations** ˌekspekˈteɪʃənz **oczekiwania**
[39] **to play a part** tə pleɪ ə pɑːt **odgrywać rolę**
[40] **to not bat an eyelid** tə nɒt bæt ən ˈaɪlɪd **nie zwrócić uwagi, nie mrugnąć okiem**
[41] **rollout** ˈrəʊl aʊt **wprowadzenie, wdrażanie**
[42] **government** ˈgʌvənmənt **rząd**
[43] **digital infrastructure** ˈdɪdʒɪtəl ˈɪnfrəstrʌktʃə(r) **infrastruktura cyfrowa**
[44] **to ensure sth** tʊ ɪnˈʃʊə ˈsʌmθɪŋ **zapewniać coś**
[45] **healthy competition** ˈhelθɪ ˌkɒmpɪˈtɪʃən **zdrowa konkurencja**
[46] **urban density** ˈɜːbən ˈdensɪtɪ **gęstość zaludnienia/gęstość zabudowy miejskiej**
[47] **coverage** ˈkʌvərɪdʒ **zasięg**
[48] **cost-efficient** ˌkɒst ɪˈfɪʃnt **opłacalny**
[49] **fortuitous** fɔːˈtjuːɪtəs **szczęśliwy**
[50] **to enable** tʊ ɪˈneɪbl **pozwalać**
[51] **to leapfrog** tə ˈliːpfrɒg **przeskoczyć**
[52] **copper-based** ˈkɒpə beɪst **oparty na miedzi**
[53] **fibre-optics** ˌfaɪbər ˈɒptɪks **technika światłowodowa**
[54] **to boast sth** tə bəʊst ˈsʌmθɪŋ **szczycić się czymś**
[55] **locality** ləʊˈkælɪtɪ **miejscowość**
[56] **to facilitate** tə fəˈsɪlɪteɪt **udostępniać**
[57] **to take sth into account** tə teɪk ˈsʌmθɪŋ ˈɪntʊ əˈkaʊnt **uwzględniać coś**



A WORD WORTH REMEMBERING

cost-efficient
/ˌkɒst ɪˈfɪʃnt/
opłacalny

from equal. Similarly, the quantity[59] of data and the speed at which it can be transferred vary significantly[60]. If you don't believe it, Google it – oh dear[61], slow loading[62]?

[58] **purchasing power** ˈpɜːtʃəsɪŋ ˈpaʊə **siła nabywcza**
[59] **quantity** ˈkwɒntətɪ **ilość**
[60] **significantly** sɪgˈnɪfɪkəntli **znacznie**
[61] **oh dear** əʊ dɪə **ojejku**
[62] **slow loading** sləʊ ˈləʊdɪŋ **wolne ładowanie**

The Cost of Internet in Selected Countries – 2025

Country	Cost in USD per megabit per second (Mbps)
UAE	4.31
Ghana	2.58
Switzerland	2.07
Germany	1.04
Canada	0.66
UK, Austria, Belgium	0.36
Netherlands	0.22
Norway	0.21
Finland	0.22
Ireland	0.16
Turkey	0.11
USA, India, Bulgaria	0.08
Brazil, France, Japan	0.06
China	0.05
Poland	0.03
Romania	0.01

Source: Cable.co.uk

INFOBOX

by Paul Martin from
www.go-native.pl

THE STREAM[1] DREAM

Over the last quarter-century, the world has transitioned[2] from living rooms lined with[3] dusty[4] shelves[5] of DVDs and compact discs to an era where our entire entertainment[6] library lives in the "cloud." Paul Martin streams the history of the disruptors[7] that broke the old system, and the complex reality they have built in its place.

The Red Envelope[8]

Before "streaming" existed, the dominant way to watch a film at home was the brick-and-mortar[9] rental shop[10], epitomised[11] by companies like Blockbuster Video. Customers travelled to a physical shop, browsed[12] a limited selection[13], paid for a few nights of rental, and returned the disc; often with a late fee[14] if they missed the deadline[15].

Netflix removed the shop entirely. Instead of[16] thousands of expensive retail fronts[17], it used centralised warehouses[18] that could store[19] far more titles, including rare[20] and older films that local shops had no space[21] for. Customers ordered online, and DVDs arrived in thin red envelopes: lightweight, durable[22], and instantly recognisable[23] across the United States.

This huge catalogue reflected[24] the business idea known as the "Long Tail[25]": instead of relying on[26] a handful of[27] major hits, a company can profit by offering thousands of niche[28] options that each attract small but steady[29] audiences[30]. Blockbuster made its money from the hits; Netflix made money from everything else as well.

In 1999, Netflix introduced[31] a second innovation: the subscription model[32]. By charging[33] a flat monthly fee[34] rather than a per-rental price, the company shifted users from "renting" individual items[35] to "accessing" a library. But the subsequent[36] move from physical post to digital streaming was not smooth[37]. In 2011, CEO Reed Hastings attempted to split the DVD business into[38] a separate[39] service[40] called "Qwikster," forcing customers to[41] manage two accounts at a higher combined cost. Backlash[42] was immediate[43]: 800,000 subscribers cancelled[44], the share price[45] collapsed[46] and the plan was scrapped[47]. But the direction was clear: Netflix was preparing to abandon[48] physical media entirely.

The Grand Bargain[49]

While Netflix disrupted video rental, Spotify entered a music industry in freefall[50]. By the mid-2000s, CD sales were collapsing, and illegal[51] downloading[52] via sites like Napster dominated. Spotify offered a legal alternative: access to almost any song for free (with ads[53]) or via a paid tier[54]. To launch[55], it needed licences from major labels[56] terrified[57] the free model would finish off[58] their remaining sales. Negotiations

[1] **stream** stri:m ***tu:*** **media strumieniowe**

[2] **to transition** tə træn'sɪʒən **przejść**

[3] **lined with sth** laɪnd wɪð 'sʌmθɪŋ **zastawiony czymś**

[4] **dusty** 'dʌstɪ **zakurzony**

[5] **shelf** ʃelf **półka**

[6] **entertainment** ˌentə'teɪnmənt **rozrywka (np. filmy)**

[7] **disruptor** dɪs'rʌptə(r) **innowator, prekursor**

[8] **envelope** 'envələʊp **koperta**

[9] **brick-and-mortar** brɪk ənd 'mɔːtə **stacjonarny, z fizyczną siedzibą**

[10] **rental shop** 'rentəl ʃɒp **wypożyczalnia**

[11] **to epitomise sth** tu ɪ'pɪtəmaɪz 'sʌmθɪŋ **uosabiać coś**

[12] **to browse sth** tə braʊz 'sʌmθɪŋ **przeglądać coś**

[13] **limited selection** 'lɪmɪtɪd sɪ'lekʃən **ograniczony wybór**

[14] **late fee** leɪt fiː **opłata za zwłokę**

[15] **deadline** 'dedlaɪn ***tu:*** **termin zwrotu**

[16] **instead of sth** ɪn'sted ɒv 'sʌmθɪŋ **zamiast czegoś**

[17] **retail front** 'riːteɪl frʌnt **punkt sprzedaży detalicznej**

[18] **warehouse** 'weəhaʊs **magazyn**

[19] **to store sth** tə stɔː 'sʌmθɪŋ **przechowywać, magazynować coś**

[20] **rare** reə **rzadki**

[21] **space** speɪs **miejsce**

[22] **durable** 'djʊərəbl **trwały, wytrzymały**

[23] **recognisable** 'rekəgnaɪzəbl **rozpoznawalny**

[24] **to reflect sth** tə rɪ'flekt 'sʌmθɪŋ **odzwierciedlać coś**

[25] **Long Tail** lɒŋ teɪl ***dosł.*** **długi ogon, koncepcja opisująca zjawisko ekonomiczne i marketingowe polegające na tym, że firmy mogą zarabiać znaczące sumy pieniędzy na sprzedaży dużej liczby niszowych produktów (które są rzadko kupowane) zamiast skupiać się wyłącznie na sprzedaży małej liczby popularnych bestsellerów**

[26] **to rely on sth** tə rɪ'laɪ ɒn 'sʌmθɪŋ **polegać na czymś, opierać się na czymś**

[27] **handful of sth** 'hændfʊl ɒv 'sʌmθɪŋ **garść, niewielka grupa, zestaw czegoś**

[28] **niche** niːʃ **niszowy**

[29] **steady** 'stedɪ **stały**

[30] **audience** 'ɔːdjəns **grupa odbiorców**

[31] **to introduce sth** tʊ ˌɪntrə'djuːs 'sʌmθɪŋ **wprowadzać coś**

[32] **subscription model** səb'skrɪpʃən 'mɒdl **model subskrypcyjny**

[33] **to charge sth** tə tʃɑːdʒ 'sʌmθɪŋ **pobierać coś**

[34] **flat fee** flæt fiː **stała opłata**

[35] **item** 'aɪtəm ***tu:*** **pozycja**

[36] **subsequent** 'sʌbsɪkwənt **kolejny**

[37] **smooth** smuːð ***tu:*** **płynny, bez zakłóceń**

[38] **to split sth into sth** tə splɪt 'sʌmθɪŋ 'ɪntʊ 'sʌmθɪŋ **podzielić coś na coś**

[39] **separate** 'sepərət **oddzielny**

[40] **service** 'sɜːvɪs **usługa**

[41] **to force sb to do sth** tə fɔːs 'sʌmbədɪ tə duː 'sʌmθɪŋ **zmuszać kogoś do zrobienia czegoś**

[42] **backlash** 'bæklæʃ **gwałtowna reakcja, ostry sprzeciw**

[43] **immediate** ɪ'miːdjət **natychmiastowy**

[44] **to cancel sth** tə 'kænsəl 'sʌmθɪŋ **anulować coś**

[45] **share price** ʃeə praɪs **cena akcji**

[46] **to collapse** tə kə'læps **runąć, gwałtownie spaść**

[47] **to scrap** tə skræp **odwoływać coś**

[48] **to abandon** tʊ ə'bændən 'sʌmθɪŋ **porzucać coś**

[49] **grand bargain** grænd 'bɑːgɪn **wielka okazja**

[50] **freefall** ˌfriː'fɔːl ***tu:*** **swobodny spadek, głęboki, niekontrolowany kryzys**

[51] **illegal** ɪ'liːgəl **nielegalny**

[52] **downloading** ˌdaʊn'ləʊdɪŋ **pobieranie, ściąganie**

[53] **ad** æd ***pot.*** **reklama**

[54] **paid tier** peɪd 'taɪə **płatny abonament**

[55] **to launch** tə lɔːntʃ **wystartować**

[56] **major label** 'meɪdʒə 'leɪbl **wielka wytwórnia płytowa**

[57] **terrified** 'terɪfaɪd **przerażony**

[58] **to finish off sth** tə 'fɪnɪʃ ɒf 'sʌmθɪŋ **wykończyć coś**

Please do not insert anything other than DVD & sleeve in mailer.
To report a problem, visit www.netflix.c m/help
NETFLIX
NETFLIX
NETFLIX
216
NO POSTAGE
NECESSARY

NAGRANIA
POBIERZ
MP3
KOD DOSTĘPU:
jpy
LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl
POBIERZ CZYTNIK KODÓW:
COLORFULMEDIA.PL/CZYTNIK

▶

A WORD WORTH REMEMBERING

backlash
/ˈbæklæʃ/
gwałtowna reakcja, ostry sprzeciw

dragged on[59] for years. To secure rights[60], Spotify offered labels equity[61], large upfront payments[62], and a slow, invitation-only rollout[63] to control demand[64]. When it finally launched in the US in 2011, it helped stabilise the industry[65], but created a new controversy by only paying artists fractions[66] of a cent per stream instead of dollars per album.

Shattered Windows[67]

Hollywood, meanwhile, long relied on a rigid[68] "windowing" system where films played exclusively[69] in cinemas for months before moving to home release[70]. Streaming disrupted this, but the COVID-19 pandemic shattered it completely. With cinemas closed, studios embraced[71] "Day-and-Date" releases, launching films online and in theatres simultaneously[72].

Even after restrictions were lifted[73], the old window never fully returned. By 2024, many films hit streaming platforms within 30–45 days, angering[74] actors whose contracts depended on[75] long theatre runs[76]. In 2021, Scarlett Johansson sued[77] Disney over *Black Widow*, arguing that the film's simultaneous online release reduced her box-office[78] bonuses. The case[79] was settled[80] privately.

This type of disruption soon widened into one of Hollywood's largest labour[81] disputes[82]. In the broadcast[83] era, actors and writers relied on residuals[84] from re-runs[85]. Streaming erased[86] re-runs entirely: shows simply sit in digital libraries, generating only token[87] residuals. A major 2023 strike settlement[88] introduced new formulas such as a "Subscriber Factor" and a "Success Bonus" tied[89] to how widely a title is viewed. Crucially[90], platforms were forced to reveal[91] viewing data[92] long kept secret, opening the "black box[93]" of streaming economics.

Mind Games

Streaming has reshaped[94] not only the business but the psychology of viewing. Features[95] like "Post-Play" remove natural pauses, encouraging binge-watching[96], a behaviour researchers[97] link to stress relief[98] and escapism[99]. Algorithms now classify users[100] into "Taste Communities[101]" based entirely on viewing behaviour, helping niche titles like the Korean show *Squid Game* find global audiences.

Now, in the mid-2020s, streaming's explosive growth has begun to slow. "Subscription fatigue[102]" has set in[103], and many users have become "Serial Churners[104]," subscribing for a month to watch a single show before cancelling. In response[105], companies began "rebundling[106]": combining internet and streaming packages[107] through broadband providers[108] and offering cheaper, ad-supported[109] tiers. In 2024, 40 percent of new Netflix users chose an ad-supported plan, showing that

[59] **to drag on** tə dræg ɒn **ciągnąć się**
[60] **to secure rights** tə sɪˈkjʊə raɪts **zdobyć prawa**
[61] **equity** ˈekwɪtɪ **akcje, udziały w kapitale**
[62] **upfront payment** ˌʌpˈfrʌnt ˈpeɪmənt **płatność z góry, zaliczka (jednorazowa, duża kwota)**
[63] **rollout** ˈrəʊl aʊt ***tu:* wprowadzanie usługi**
[64] **demand** dɪˈmɑːnd **popyt**
[65] **industry** ˈɪndəstrɪ **branża**
[66] **fractions** ˈfrækʃənz **ułamek, część**
[67] **shattered windows** ˈʃætəd ˈwɪndəʊz **rozbite okna (*tu:* systemu dystrybucji)**
[68] **rigid** ˈrɪdʒɪd **sztywny**
[69] **exclusively** ɪksˈkluːsɪvlɪ **wyłącznie**
[70] **home release** həʊm rɪˈliːs **premiera w domu (np. w formie płyty DVD czy streamingu)**
[71] **to embrace sth** tʊ ɪmˈbreɪs ˈsʌmθɪŋ **wykorzystywać coś**
[72] **simultaneously** ˌsɪməlˈteɪnjəsli **równocześnie**
[73] **to lift sth** tə lɪft ˈsʌmθɪŋ **znosić coś**
[74] **to anger sb** tʊ ˈæŋgə ˈsʌmbədɪ **zdenerwować kogoś**
[75] **to depend on sth** tə dɪˈpend ɒn ˈsʌmθɪŋ **zależeć od czegoś**
[76] **theatre run** ˈθɪətə rʌn **wyświetlanie w kinach**
[77] **to sue sb** tə suː ˈsʌmbədɪ **pozwać kogoś**
[78] **box-office** ˈbɒksˈɒfɪs **kasowy**
[79] **case** keɪs **sprawa, proces**
[80] **settled** ˈsetld ***tu:* rozstrzygnięty**
[81] **labour** ˈleɪbə ***tu:* pracowniczy**
[82] **dispute** dɪsˈpjuːt **spór, konflikt**
[83] **broadcast** ˈbrɔːdkɑːst ***tu:* telewizja**
[84] **residuals** rɪˈzɪdjʊəlz **tantiemy, dodatkowe wynagrodzenie dla twórców za powtórną emisję lub dystrybucję programu**
[85] **re-run** ˈriːˈrʌn **powtórka**
[86] **to erase sth** tʊ ɪˈreɪz ˈsʌmθɪŋ ***tu:* wy/eliminować coś**
[87] **token** ˈtəʊkən ***tu:* symboliczny, znikomy**
[88] **settlement** ˈsetlmənt **ugoda**
[89] **tied** ˈtaɪd **powiązany**
[90] **crucially** ˈkruːʃəli **co istotne**
[91] **to reveal sth** tə rɪˈviːl ˈsʌmθɪŋ **ujawniać coś**
[92] **data** ˈdeɪtə **dane**
[93] **black box** blæk bɒks **system lub urządzenie, którego funkcjonowanie nie jest w pełni zrozumiałe**
[94] **to reshape sth** tə ˈriːˈʃeɪp ˈsʌmθɪŋ **przekształcać coś**
[95] **feature** ˈfiːtʃə **funkcja**
[96] **binge-watching** ˈbɪndʒ wɒtʃɪŋ **oglądanie ciągiem (np. wszystkich odcinków danego serialu)**
[97] **researcher** rɪˈsɜːtʃə **badacz**
[98] **stress relief** stres rɪˈliːf **odprężenie**
[99] **escapism** ɪsˈkeɪpɪzm **eskapizm, ucieczka od problemów**
[100] **user** ˈjuːzə **użytkownik**
[101] **Taste Community** teɪst kəˈmjuːnətɪ **grupa użytkowników o podobnych preferencjach**
[102] **fatigue** fəˈtiːg **zmęczenie, znużenie**
[103] **to set in** tə set ɪn **nastać**
[104] **churner** ˈtʃɜːnə **osoba rezygnująca z danej usługi, zmieniająca firmę dostarczającą usługi (to churn – zmieniać firmę dostarczającą usługi)**
[105] **in response** ɪn rɪsˈpɒns **w odpowiedzi**
[106] **rebundling** riːˈbʌndəlɪŋ **oferowanie nowych pakietów**
[107] **package** ˈpækɪdʒ **pakiet**
[108] **broadband provider** ˈbrɔːdbænd prəˈvaɪdə **dostawca usług internetowych**
[109] **ad-supported** æd səˈpɔːtɪd **z reklamami**
[110] **creator** kriːˈeɪtə **twórca**
[111] **attention** əˈtenʃən **uwaga, zainteresowanie**

the market was circling back toward older television models.

Creators[110] are also adapting to changing attention[111] habits[112]. Many viewers now watch while scrolling[113] on their phones, pushing writers toward simpler plots[114], clearer emotional beats[115], and more regular exposition[116] so distracted[117] viewers can keep up[118]. Directors[119] report adding stronger visual cues[120] and faster tonal shifts[121] because analytics[122] show exactly where audiences stop watching. This "attention economy" hasn't removed artistic ambition, but it has pushed the industry toward sharper openings[123], quicker hooks[124], and dialogue that survives[125] half-focused viewing.

So, are *you* still watching? The future of the content we stream may just depend on your answer.

[112] **habit** ˈhæbɪt **nawyk, zwyczaj**

[113] **scrolling** ˈskrəʊlɪŋ **przewijanie, scrollowanie**

[114] **plot** plɒt ***tu:*** **fabuła**

[115] **emotional beat** ɪˈməʊʃənl biːt **akcent emocjonalny, punkt kulminacyjny w rozwoju emocjonalnym postaci lub sceny (ważny moment w narracji)**

[116] **exposition** ˌekspəˈzɪʃən **wyjaśnienie**

[117] **distracted** dɪsˈtræktɪd **rozkojarzony**

[118] **to keep up** tə kiːp ʌp **nadążać**

[119] **director** dɪˈrektə ***tu:*** **reżyser**

[120] **cue** kjuː **wskazówka**

[121] **tonal shift** ˈtəʊnl ʃɪft **zmiana nastroju/tonacji (danego utworu)**

[122] **analytics** ˌænəˈlɪtɪks **analityka**

[123] **opening** ˈəʊpnɪŋ **początek**

[124] **hook** hʊk ***tu:*** **haczyk narracyjny**

[125] **to survive** tə səˈvaɪv **przetrwać**

Stream Smarter

While the algorithms are designed to keep you passive, a few insider tricks[1] can help you take back control of your entertainment queue[2].

- **The Secret Menu:** Netflix organises its vast[3] library into thousands of specific micro-genres that aren't always listed on the homepage[4]. By typing *netflix.com/browse/genre/* followed by a specific code into your browser[5], you can bypass[6] the algorithm. Try 8711 for Horror Movies, 1365 for Action & Adventure, or 7424 for Anime.
- **Fix Your Flow:** If your music playlist feels disjointed[7], dive into your Spotify settings[8] and enable "Crossfade." Setting this to between 6 and 12 seconds creates a seamless[9], DJ-style transition between tracks[10], eliminating awkward[11] silence and keeping the energy consistent[12].
- **Algorithm Amnesia:** We all have that one guilty pleasure[13] reality show we watched once but don't want haunting[14] our "Recommended for You" list forever. On Netflix, navigate to "Account" > "Profile & Parental Controls[15]" > "Viewing Activity." From there, you can delete[16] individual titles to effectively tell the algorithm to forget your temporary[17] lapse in taste[18].

[1] **insider trick** ˈɪnˈsaɪdə trɪk **sztuczka dla wtajemniczonych**

[2] **queue** kjuː **lista rzeczy do obejrzenia, odsłuchania (np. filmów, seriali, piosenek, podcastów)**

[3] **vast** vɑːst **obszerny**

[4] **homepage** ˈhəʊm peɪdʒ **strona główna**

[5] **browser** ˈbraʊzə **przeglądarka**

[6] **to bypass sth** tə ˈbaɪpɑːs ˈsʌmθɪŋ **ominąć coś**

[7] **disjointed** dɪsˈdʒɔɪntɪd **chaotyczny**

[8] **settings** ˈsetɪŋz **ustawienia**

[9] **seamless** ˈsiːmləs **płynny**

[10] **track** træk ***tu:*** **utwór**

[11] **awkward** ˈɔːkwəd ***tu:*** **niezręczny**

[12] **consistent** kənˈsɪstənt **spójny**

[13] **guilty pleasure** ˈɡɪltɪ ˈpleʒə **wstydliwa przyjemność**

[14] **to haunt** tə hɔːnt **nawiedzać coś, *tu:* pojawiać się gdzieś**

[15] **parental controls** pəˈrentl kənˈtrəʊlz **kontrola rodzicielska**

[16] **to delete sth** tə dɪˈliːt ˈsʌmθɪŋ **usuwać coś**

[17] **temporary** ˈtempərərɪ **chwilowy**

[18] **lapse in taste** læps ɪn teɪst **brak gustu**

INFOBOX

The Business of War

As dreadful[1] as war is, it is also big business, and current conflicts around the world are boosting[2] the profits in an already massive global market. We explore how the arms trade[3] functions.

First, let's get a handle on[4] the scale of the market. An extremely useful data source[5] is the Stockholm International Peace Research Institute (SIPRI), which estimated[6] that in 2022, the global value of the arms trade was at least USD 138 bln, although suspected[7] to be much more.

Their fact file[8], *Trends in Arms Transfers 2024*, was also highly informative. It revealed[9] that:

Between 2020 – 2024, the United States was by far[10] the largest arms exporter with 43 percent market share[11]. France was second with 9.6, followed by Russia, China, and Germany with 7.8, 5.9, and 5.6 percent, respectively. However, it should be noted that Russia's export share has fallen sharply[12] (some estimates show a 63 percent drop[13] in its exports between 2015 and 2024) due to[14] the war, sanctions and production redirected[15] to its own war effort[16]. Between 2015-19 and 2020-24, American arms exports rose by 21 percent.

In 2024, global military expenditure[17] reached USD 2.72 tln, a 9.4 percent increase compared with 2023, the largest annual[18] rise since the end of the Cold War. The reason that figure[19] is so much higher than exports is that it includes domestic[20] expenditure – e.g., countries making and supplying[21] their own weapons.

The United States' USD 997 bln (5.7 percent growth) accounts for[22] 37 percent of global military spending. China's defence outlay[23] was around USD 314 bln.

---

[1] **dreadful** ˈdredfʊl **straszny**

[2] **to boost sth** tə buːst ˈsʌmθɪŋ **zwiększać coś**

[3] **arms trade** ɑːmz treɪd **handel bronią**

[4] **to get a handle on sth** tə get ə ˈhændl ɒn ˈsʌmθɪŋ **pojąć coś**

[5] **data source** ˈdeɪtə sɔːs **źródło danych**

[6] **to estimate** tʊ ˈestɪmeɪt **szacować**

[7] **to suspect** tə ˈsʌspekt **podejrzewać, przypuszczać**

[8] **fact file** fækt faɪl **dokument zawierający informacje na dany temat**

[9] **to reveal sth** tə rɪˈviːl ˈsʌmθɪŋ **ujawniać coś**

[10] **by far** baɪ fɑː **zdecydowanie**

[11] **market share** ˈmɑːkɪt ʃeə **udział w rynku**

[12] **sharply** ˈʃɑːpli **gwałtownie**

[13] **drop** drɒp **spadek**

[14] **due to sth** djuː tə ˈsʌmθɪŋ **z powodu czegoś**

[15] **to redirect sth** tə ˌriːdəˈrekt ˈsʌmθɪŋ **przekierowywać coś**

[16] **war effort** wɔːr ˈefət **wysiłek wojenny**

[17] **expenditure** ɪksˈpendɪtʃə **wydatki**

[18] **annual** ˈænjʊəl **roczny**

[19] **figure** ˈfɪgə **liczba**

[20] **domestic** dəˈmestɪk **krajowy**

[21] **to supply sth** tə səˈplaɪ ˈsʌmθɪŋ **uzupełniać coś; dostarczać, zaopatrywać w coś**

[22] **to account for sth** tʊ əˈkaʊnt fə ˈsʌmθɪŋ **odpowiadać za coś**

[23] **defence outlay** dɪˈfens ˈaʊtleɪ **nakłady na obronność**

A WORD WORTH REMEMBERING

warhead
/ˈwɔːhed/
głowica bojowa

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Table 1: The SIPRI Top 10 Arms-producing and Military Services Companies, 2024

COMPANY	ARMS REVENUE IN MILLIONS USD
1. Lockheed Martin Corp. (USA)	64,650
2. RTX (USA)	43,600
3. Northrop Grumman Corp (USA)	37,850
4. BAE Systems (UK)	33,790
5. General Dynamics Corp. (USA)	33,630
6. Boeing (USA)	30,550
7. Rostecf (Russia)	27,120
8. AVICg (China)	20,320
9. CETC (China)	18,920
10. L3Harris Technologies (USA)	16,210

INFOBOX

THE UKRAINIAN BATTLEFIELD HAS BECOME A GLOBAL SHOWCASE FOR A WIDE RANGE OF SUPPLIERS.

Russia's spending surged[24] 38 percent to about USD 149 bln, around 7.1 percent of its GDP[25].

Between 2020-2024, the top arms-importing country was Ukraine (8.8 percent), followed by India, Qatar, Saudi Arabia and Pakistan (8.3, 6.8, 6.8, 4.6 percent).

The Ukraine War, Rising Spending – A Windfall[26] for Weapons Producers[27]

The invasion of Ukraine by Russia in February 2022 has had a major impact[28] on military budgets and procurement[29]. In 2024, Ukraine's military spending was estimated at USD 64.7 bln, representing about 34 percent of its GDP – the highest military burden[30] of any country that year. It should also be noted that this figure does not include military aid[31] for the same year of around USD 60 bln.

After years of complacent[32] slumber[33], NATO and European states have hiked up[34] their own military expenditure allocations[35]. In Europe (including Russia), military spending rose 17 percent in 2024. Under pressure[36] from United States President Trump, in 2025, NATO members[37] committed[38] to increasing security-related budgets to up to five percent of GDP by 2035. Many EU countries and the UK have made similar undertakings[39].

Other Big Spenders[40]

Outside Europe, defence budgets[41] are climbing sharply across the Middle East and South Asia.

Saudi Arabia was the world's fifth-largest military spender in 2023, at around USD 75 bln. Its high outlay reflects[42] tensions[43] with Iran and involvement[44] in Yemen, as well as a desire[45] to secure oil facilities[46]. The main suppliers[47] are Lockheed Martin, Boeing, RTX, and Britain's BAE Systems, which maintains[48] extensive[49] contracts including the Typhoon jet[50]. Riyadh also aims to localise half its defence procurement by 2030 through Saudi Arabian Military Industries (SAMI).

Qatar, meanwhile, increased spending sharply after the 2017 regional blockade. Its imports from France, the UK, and the USA include Rafale and Typhoon aircraft[51].

Pakistan spent about USD 10 bln, around 3.7 percent of GDP, largely driven[52] by rivalry with India and internal security[53] needs. Its main suppliers are China, through firms such as NORINCO and AVIC, with additional imports from Turkey and the United States.

In East Asia, Japan, long constrained[54] by its post-war[55] pacifist constitution, approved[56] a record USD 51 bln defence budget for 2024, part of a plan to double military expenditure to two percent of GDP by 2027. The move reflects concerns[57] over China's military expansion, North Korea's missile tests[58] and the security of sea lanes[59] around Taiwan. Tokyo is investing heavily in missile defence, cybersecurity and long-range strike[60] capability[61], and is co-developing[62] a next-generation fighter jet[63] with the UK and Italy under the Global Combat Air Programme (GCAP).

South Korea, facing[64] a nuclear-armed[65] North and a volatile[66] regional environment[67], allocated about USD 50 bln to protecting itself in 2024, roughly[68] 2.7 percent of GDP. It maintains one of the world's largest standing armies[69] and is becoming a major arms exporter in its own right[70], supplying tanks, artillery, and fighter jets to Europe, the Middle East and Southeast Asia. Seoul's growing industry, led by firms like Hanwha Aerospace and Korea Aerospace Industries, reflects a shift from dependence[71] on American equipment[72] towards building a self-sustaining[73], export-driven defence sector.

[24] **to surge** tə sɜːdʒ **wzrastać**

[25] **GDP = Gross Domestic Product** ˌdʒiː diː ˈpiː = grəʊs dəˈmestɪk ˈprɒdʌkt **PKB, produkt krajowy brutto**

[26] **windfall** ˈwɪndfɔːl ***tu:*** **gratka, uśmiech losu**

[27] **weapons producer** ˈwepənz prəˈdjuːsə **producent broni**

[28] **major impact** ˈmeɪdʒər ˈɪmpækt **znaczący wpływ**

[29] **procurement** prəˈkjʊəmənt ***tu:*** **zamówienia**

[30] **military burden** ˈmɪlɪtərɪ ˈbɜːdn **obciążenie wydatkami wojskowymi**

[31] **military aid** ˈmɪlɪtərɪ eɪd **pomoc wojskowa**

[32] **complacent** kəmˈpleɪsnt **beztroski**

[33] **slumber** ˈslʌmbə **sen**

[34] **to hike up sth** tə haɪk ʌp ˈsʌmθɪŋ **zwiększyć coś**

[35] **allocation** ˌæləʊˈkeɪʃən **przydział, alokacja**

[36] **under pressure** ˈʌndə ˈpreʃə **pod presją**

[37] **member** ˈmembə **członek**

[38] **to commit** tə kəˈmɪt **zobowiązać się**

[39] **undertaking** ˌʌndəˈteɪkɪŋ **zobowiązanie**

[40] **spender** ˈspendə **wydający pieniądze**

[41] **defence budget** dɪˈfens ˈbʌdʒɪt **budżet obronny**

[42] **to reflect** tə rɪˈflekt **być wynikiem**

[43] **tensions** ˈtenʃənz **napięcia**

[44] **involvement** ɪnˈvɒlvmənt **zaangażowanie**

[45] **desire** dɪˈzaɪə **chęć, pragnienie**

[46] **oil facilities** ɔɪl fəˈsɪlɪtɪz **instalacje naftowe**

[47] **supplier** səˈplaɪə **dostawca**

[48] **to maintain sth** tə meɪnˈteɪn ˈsʌmθɪŋ **utrzymywać coś**

[49] **extensive** ɪksˈtensɪv **duży**

[50] **jet** dʒet **samolot odrzutowy**

[51] **aircraft** ˈeəkrɑːft **samolot**

[52] **driven** ˈdrɪvn **napędzany**

[53] **internal security** ɪnˈtɜːnl sɪˈkjʊərɪtɪ **bezpieczeństwo wewnętrzne**

[54] **constrained** kənˈstreɪnd **ograniczany**

[55] **post-war** ˈpəʊstˈwɔː **powojenny**

[56] **to approve sth** tʊ əˈpruːv ˈsʌmθɪŋ **zatwierdzać coś**

[57] **concern** kənˈsɜːn **obawa**

[58] **missile tests** ˈmɪsaɪl tests **testy rakietowe**

[59] **sea lane** siː leɪn **szlak żeglugowy**

[60] **long-range strike** ˈlɒŋˈreɪndʒ straɪk **uderzenie dalekiego zasięgu**

[61] **capability** ˌkeɪpəˈbɪlətɪ **potencjał, zdolność**

[62] **to co-develop** tə kəʊ dɪˈveləp **opracowywać wspólnie**

[63] **fighter jet** ˈfaɪtə dʒet **myśliwiec**

[64] **to face sth** tə feɪs ˈsʌmθɪŋ **stawiać czoła czemuś**

[65] **nuclear-armed** ˈnjuːklɪər ɑːmd **posiadający broń jądrową**

[66] **volatile** ˈvɒlətaɪl **niestabilny**

[67] **regional environment** ˈriːdʒənl ɪnˈvaɪərənmənt **uwarunkowania regionalne**

[68] **roughly** ˈrʌflɪ **mniej więcej**

[69] **standing army** ˈstændɪŋ ˈɑːmɪ **regularna armia**

[70] **in one's own right** ɪn wʌnz əʊn raɪt **na własną rękę**

[71] **dependence** dɪˈpendəns **zależność**

[72] **equipment** ɪˈkwɪpmənt **sprzęt**

[73] **self-sustaining** ˌself səˈsteɪnɪŋ **samowystarczalny**

Leading Suppliers

While several countries are looking to become more self-sufficient[74] in military production, a few major players rule the roost[75]. (*see Table 1*)

Many of the largest companies and leading export countries are engaged in[76] producing big-ticket[77] items[78] such as fighter jets and battleships[79]. For example, USA firms have on order[80] 996 combat aircraft, 342 combat helicopters, 7 warships[81], 41 surface-to-air missile systems[82] (SAM), 403 tanks[83] and 1,706 armoured vehicles[84].

Changing Procurement Trends

However, as the nature of war changes, a different class of weapon is entering the fray[85]. Outgunned[86] by a larger adversary, the Ukrainian military forces[87] have had to think outside the box[88] by relying less on expensive hardware[89] and more on low-budget[90], but effective weaponry[91].

The Ukrainian production of drones reportedly[92] increased tenfold[93] during 2024: from about 20,000 units[94] to over 200,000 per month. Unmanned[95] systems reportedly accounted for nearly half of all Russian vehicle or artillery losses in January 2025.

Consequently, the Ukrainian battlefield[96] has become a global showcase[97] for a wide range[98] of suppliers. Prominent foreign manufacturers[99] include Turkey's Baykar, maker of the TB2 tactical strike drone that saw heavy use early in the war and remains a high-profile[100] export success for Ankara. Baykar has expanded capacity and invested in indigenous[101] engines as it scales[102] exports.

Russia has relied heavily on Iranian designs such as the Shahed family of loitering munitions[103]. Meanwhile, Russian manufacturers, notably ZALA Aero (Kalashnikov group) and the Kronshtadt Group (Orion family), produce domestically designed loitering munitions and MALE (medium-altitude[104], long-endurance[105]) drones that have been fielded[106] alongside simpler kamikaze types. (*see Weapons Terms p. 17*)

THE GLOBAL ARMS INDUSTRY OPERATES THROUGH A COMPLEX MIX OF GOVERNMENT POLICY, DIPLOMACY AND CORPORATE SALESMANSHIP.

[74] **self-sufficient** ˈselfsəˈfɪʃənt **samowystarczalny, niezależny**

[75] **to rule the roost** tə ruːl ðə ruːst **rządzić, mieć pełną kontrolę**

[76] **to be engaged in sth** tə biː ɪnˈgeɪdʒd ɪn ˈsʌmθɪŋ **być zaangażowanym w coś**

[77] **big-ticket** ˈbɪg tɪkɪt **bardzo kosztowny**

[78] **item** ˈaɪtəm ***tu:*** **pozycja, rzecz, produkt**

[79] **battleship** ˈbætlʃɪp **pancernik, okręt wojenny**

[80] **on order** ɒn ˈɔːdə **w zamówieniu**

[81] **warship** ˈwɔːʃɪp **okręt wojenny**

[82] **surface-to-air missile system** ˈsɜːfɪstʊˈeə ˈmɪsaɪl ˈsɪstəm **system rakiet ziemia-powietrze**

[83] **tank** tæŋk **czołg**

[84] **armoured vehicle** ˈɑːməd ˈviːɪkl **pojazd opancerzony**

[85] **to enter the fray** tʊ ˈentə ðə freɪ **włączać się do konfliktu**

[86] **to outgun** tu ˌaʊtˈgʌn **przewyższać siłą ognia**

[87] **military forces** ˈmɪlɪtərɪ ˈfɔːsɪz **siły zbrojne**

[88] **to think outside the box** tə θɪŋk ˈaʊtˈsaɪd ðə bɒks **myśleć kreatywnie**

[89] **hardware** ˈhɑːdweə **sprzęt**

[90] **low-budget** ˌləʊ ˈbʌdʒɪt **tani**

[91] **weaponry** ˈwepənrɪ **broń**

[92] **reportedly** rɪˈpɔːtɪdli **według doniesień**

[93] **tenfold** ˈtenfəʊld **dziesięciokrotnie**

[94] **unit** ˈjuːnɪt **sztuka**

[95] **unmanned** ˈʌnˈmænd **bezzałogowy**

[96] **battlefield** ˈbætlfiːld **pole walki**

[97] **showcase** ˈʃəʊkeɪs ***tu:*** **wizytówka, wystawa**

[98] **wide range** waɪd reɪndʒ **szeroki zakres**

[99] **manufacturer** ˌmænjʊˈfæktʃərə **producent**

[100] **high-profile** ˌhaɪ ˈprəʊfaɪl **głośny**

[101] **indigenous** ɪnˈdɪdʒɪnəs **lokalny**

[102] **to scale sth** tə skeɪl ˈsʌmθɪŋ **skalować, zwiększać skalę czegoś**

[103] **loitering munition** ˈlɔɪtərɪŋ mjuːˈnɪʃən **amunicja krążąca, drony kamikaze**

[104] **medium-altitude** ˈmiːdjəm ˈæltɪtjuːd **średni pułap**

[105] **long-endurance** lɒŋ ɪnˈdjʊərəns **duża długotrwałość lotu**

[106] **fielded** ˈfiːldɪd **wystawiony na pole walki**

►

Smaller producers include Ukrainian companies such as Ukrspecsystems and Aerorozvidka, and the Polish WB Group, which provides the Warmate loitering munition.

How Deals Are Done

The global arms industry[107] operates through a complex mix of government policy[108], diplomacy and corporate salesmanship[109]. Unlike most sectors, defence deals are rarely[110] open-market[111] transactions. Because weapons exports affect[112] national security[113] and foreign policy[114], they are closely regulated and often negotiated government-to-government, either directly or with manufacturers acting under licence.

Major contracts usually begin with defence attachés[115], official delegations or state visits[116]. When the buyer is a national government, the seller is typically another state or a company authorised[117] by it. In the United States, for example, many exports are handled through[118] the Foreign Military Sales (FMS) programme, in which the US Department of Defense acts as broker[119] between an American manufacturer and the purchasing country. Elsewhere, countries such as France or the UK may allow their defence companies to deal directly, but under export approval from their respective governments.

A key meeting point[120] for buyers and sellers is the international defence exhibition[121] circuit[122]. The biggest events include the Farnborough International Airshow in the UK, Eurosatory in Paris, IDEX in Abu Dhabi, and DSEI (Defence and Security Equipment International) in London. These shows attract military delegations from over 100 countries and feature[123] everything from tanks and missiles to cybersecurity tools. Contracts are often announced[124] during such events, but most negotiations occur[125] privately, months or years in advance[126].

Today, the process increasingly involves offset agreements[127] – arrangements requiring[128] suppliers to reinvest part of a contract's value in the buyer's economy, often through technology transfer[129] or local assembly[130].

Beyond formal trade fairs[131], arms dealers[132] and brokers play an important behind-the-scenes role[133]. Some act as intermediaries[134] for governments lacking[135] diplomatic access or technical expertise[136], arranging financing, logistics or end-user[137] certification. This part of the business is controversial: middlemen[138] have historically been involved in illicit[139] or grey-area[140] sales, prompting[141] tighter international rules such as the UN Arms Trade Treaty[142] (2014), which seeks to prevent weapons from reaching embargoed[143] states or terrorist groups.

A Logistics Challenge[144]

Understandably, moving weapons and munitions[145] around the globe requires considerable care[146] and planning. How do they get from the factory floor to the battlefield?

1. Production and Preparation

- Weapons and munitions are completed, tested and certified at defence plants[147] before shipment[148].
- Each item receives documentation for export control, serial tracking[149] and, if required, secrecy classification[150].

Packaging depends on the type:

- Small arms and ammunition: sealed crates[151] or ISO containers[152].
- Missiles and precision systems: shockproof[153], climate-controlled cases.
- Vehicles, aircraft and artillery: heavy-lift trailers[154] or modular shipping frames[155].

2. Domestic Transport to Port or Airbase

- Cargo travels by secure road or rail under armed escort.

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[107] **industry** ˈɪndəstrɪ **branża**

[108] **government policy** ˈɡʌvnmənt ˈpɒlɪsɪ **polityka rządowa**

[109] **salesmanship** ˈseɪlzmənʃɪp **techniki sprzedażowe, sztuka pozyskiwania klienta**

[110] **rarely** ˈreəlɪ **rzadko**

[111] **open-market** ˌəʊpən ˈmɑːkɪt **wolnorynkowy**

[112] **to affect sth** tʊ əˈfekt ˈsʌmθɪŋ **mieć wpływ na coś**

[113] **national security** ˈnæʃənl sɪˈkjʊərɪtɪ **bezpieczeństwo narodowe**

[114] **foreign policy** ˈfɒrɪn ˈpɒlɪsɪ **polityka zagraniczna**

[115] **defence attaché** dɪˈfens əˈtæʃeɪ **attaché wojskowy**

[116] **state visit** steɪt ˈvɪzɪt **wizyta państwowa**

[117] **authorised** ˈɔːθəraɪzd **upoważniony**

[118] **handled through** ˈhændld θruː **obsługiwany za pośrednictwem**

[119] **broker** ˈbrəʊkə **pośrednik**

[120] **meeting point** ˈmiːtɪŋ pɔɪnt **miejsce spotkań**

[121] **exhibition** ˌeksɪˈbɪʃən **wystawa**

[122] **circuit** ˈsɜːkɪt **cykl**

[123] **to feature sth** tə ˈfiːtʃə ˈsʌmθɪŋ **prezentować coś**

[124] **to announce sth** tʊ əˈnaʊns ˈsʌmθɪŋ **ogłaszać coś**

[125] **to occur** tʊ əˈkɜː **mieć miejsce**

[126] **in advance** ɪn ədˈvɑːns **z wyprzedzeniem**

[127] **offset agreement** ˈɒfset əˈgriːmənt **umowa offsetowa**

[128] **to require sth** tə rɪˈkwaɪə ˈsʌmθɪŋ **wymagać czegoś**

[129] **technology transfer** tekˈnɒlədʒɪ ˈtrænsfɜː **transfer technologii**

[130] **assembly** əˈsemblɪ ***tu:* montaż**

[131] **trade fair** treɪd feə **targi**

[132] **arms dealer** ɑːmz ˈdiːlə **handlarz bronią**

[133] **behind-the-scenes role** bɪˈhaɪnd ðə siːnz rəʊl **zakulisowa rola**

[134] **intermediary** ˌɪntəˈmiːdjərɪ **pośrednik**

[135] **to lack sth** tə læk ˈsʌmθɪŋ **nie mieć czegoś**

[136] **technical expertise** ˈteknɪkəl ˌekspɜːˈtiːz **specjalistyczna wiedza**

[137] **end-user** ˌend ˈjuːzə(r) **odbiorca**

[138] **middleman** ˈmɪdlmæn **pośrednik**

[139] **illicit** ɪˈlɪsɪt **nielegalny**

[140] **grey-area** ˌɡreɪ ˈeəriə **szara strefa**

[141] **to prompt sth** tə prɒmpt ˈsʌmθɪŋ **powodować coś**

[142] **Arms Trade Treaty** ɑːmz treɪd ˈtriːtɪ **traktat o handlu bronią**

[143] **embargoed** emˈbɑːɡəʊd **objęty embargiem**

[144] **logistics challenge** ləʊˈdʒɪstɪks ˈtʃælɪndʒ **wyzwanie logistyczne**

[145] **munitions** mjuːˈnɪʃənz **amunicja**

[146] **considerable care** kənˈsɪdərəbl keə **duża ostrożność**

[147] **defence plant** dɪˈfens plɑːnt **fabryka uzbrojenia**

[148] **shipment** ˈʃɪpmənt **wysyłka, transport**

[149] **serial tracking** ˈsɪərɪəl ˈtrækɪŋ **śledzenie po numerze seryjnym**

[150] **secrecy classification** ˈsiːkrəsɪ ˌklæsɪfɪˈkeɪʃən **kategoria, klasyfikacja tajności**

[151] **crate** kreɪt **skrzynka**

[152] **ISO container** ˈaɪsoʊ kənˈteɪnə **kontener ISO**

[153] **shockproof** ˈʃɒkpruːf **odporny na wstrząsy**

[154] **heavy-lift trailer** ˈhevɪ lɪft ˈtreɪlə **ciężka naczepa niskopodwoziowa**

[155] **modular shipping frame** ˈmɒdjələ(r) ˈʃɪpɪŋ freɪm **modułowa rama transportowa**

- Movements are logged in a chain-of-custody[156] system to prevent tampering[157] or diversion.
- Hazardous[158] or explosive loads (e.g., propellants[159], warheads[160]) follow special safety routes and timing regulations.

3. International Shipping or Airlift[161]

- Sea freight handles most heavy equipment using roll-on/roll-off (Ro-Ro) vessels[162] or flat-deck carriers[163].
- Airlift (military C-17s, Il-76s, or chartered freighters) is reserved for urgent[164] or high-value deliveries[165].
- Sensitive electronics or classified[166] parts are sometimes hand-carried by courier or shipped separately under armed guard[167].

4. Customs[168] and Handover[169]

- Every consignment[170] must have an export licence[171], an end-user certificate and customs clearance[172] at entry.
- Receiving states often undergo[173] inspection or verification before the transfer is finalised.
- At this stage, ownership[174] formally passes from supplier to buyer, usually government-to-government.

5. Distribution Within the Country

- Shipments move from ports or airbases to central depots[175] or arsenals for storage[176] and inventory checks[177].
- Ammunition is stored in separate, blast-protected[178] magazines.
- Equipment earmarked for combat units[179] is transported by secure convoy or tactical airlift to forward bases.

6. Deployment[180] and Sustainment[181]

- Once in theatre[182], local logistics units handle refuelling[183], repairs and resupply[184].
- Follow-on[185] shipments of spares[186], replacement parts[187] and munitions maintain readiness.
- Disruption[188] – from damaged infrastructure, port congestion[189], or airspace restrictions can delay[190] delivery and limit combat effectiveness.

The Battle Continues

Modern arms trading involves a complex web of alliances[191], trade missions[192], multimillion-dollar investments in research[193] and product development, supply chains[194] to service what seems to be an insatiable demand[195]. Whether it is the pursuit[196] or prevention of war as the primary driving factor[197], future forecasts[198] suggest arms production is only moving in one direction.

[156] **chain-of-custody** tʃeɪn ɒv ˈkʌstədɪ **kontrola pochodzenia produktu**

[157] **tampering** ˈtæmpərɪŋ **manipulacja, ingerencja**

[158] **hazardous** ˈhæzədəs **niebezpieczny**

[159] **propellant** prəˈpelənt **paliwo**

[160] **warhead** ˈwɔːhed **głowica bojowa**

[161] **airlift** ˈeəlɪft **transport drogą lotniczą**

[162] **vessel** ˈvesl **statek**

[163] **flat-deck carrier** flæt dek ˈkærɪə **kontener płaski**

[164] **urgent** ˈɜːdʒənt **pilny**

[165] **delivery** dɪˈlɪvərɪ **dostawa, przesyłka**

[166] **classified** ˈklæsɪfaɪd **tajny**

[167] **under armed guard** ˈʌndər ɑːmd gɑːd **pilnowany przez uzbrojonych strażników**

[168] **customs** ˈkʌstəmz **odprawa celna**

[169] **handover** ˈhænd ˌəʊvə **przekazanie**

[170] **consignment** kənˈsaɪnmənt **przesyłka**

[171] **export licence** ˈekspɔːt ˈlaɪsəns **pozwolenie na wywóz**

[172] **customs clearance** ˈkʌstəmz ˈklɪərəns **odprawa celna**

[173] **to undergo** tʊ ˌʌndəˈgəʊ **przechodzić**

[174] **ownership** ˈəʊnəʃɪp **stan własności**

[175] **depot** ˈdepəʊ **magazyn, składnica**

[176] **storage** ˈstɔːrɪdʒ **składowanie, magazynowanie**

[177] **inventory check** ˈɪnvəntrɪ tʃek **kontrola zapasów, inwentaryzacja, proces weryfikacji**

[178] **blast-protected** blɑːst prəˈtektɪd **zabezpieczony przed wybuchem**

[179] **combat unit** ˈkɒmbət ˈjuːnɪt **jednostka bojowa**

[180] **deployment** dɪˈplɔɪmənt **rozlokowanie**

[181] **sustainment** səˈsteɪnm(ə)nt **utrzymanie**

[182] **theatre** ˈθɪətə ***tu:*** **teatr działań wojennych, obszar działań zbrojnych**

[183] **refuelling** ˈriːˈfjʊəlɪŋ **tankowanie**

[184] **to resupply** ˌriːsəˈplaɪ **ponownie zaopatrzyć, uzupełnić zapasy (np. amunicję, żywność)**

[185] **follow-on** ˌfɒləʊ ˈɒn **kolejny**

[186] **spares** speəz **części zamienne**

[187] **replacement parts** rɪˈpleɪsmənt pɑːts **części zamienne**

[188] **disruption** dɪsˈrʌpʃən **zamęt**

[189] **congestion** kənˈdʒestʃən **zator**

[190] **to delay** tə dɪˈleɪ **opóźnić**

[191] **web of alliances** web ɒv əˈlaɪənsɪz **sieć sojuszy**

[192] **trade mission** treɪd ˈmɪʃən **misja handlowa**

[193] **research** rɪˈsɜːtʃ **badania**

[194] **supply chain** səˈplaɪ tʃeɪn **łańcuch dostaw**

[195] **insatiable demand** ɪnˈseɪʃjəbl dɪˈmɑːnd **nienasycony apetyt**

[196] **pursuit** pəˈsjuːt **dążenie**

[197] **driving factor** ˈdraɪvɪŋ ˈfæktə **czynnik napędzający**

[198] **forecast** ˈfɔːkɑːst **prognoza**

Weapons Terms

- **Loitering munitions** – expendable unmanned weapons that can circle over an area, identify a target, and then dive in[1] to destroy it, combining surveillance[2] and strike in one system.
- **Kamikaze drones** – an informal term for loitering munitions or improvised attack drones that deliberately[3] crash into their targets and are destroyed on impact.
- **Hard kill** – a defensive measure[4] that physically destroys or intercepts[5] an incoming threat[6] (such as a missile or drone), as opposed to "soft kill" methods like jamming[7] or deception[8].
- **Magazine** – In military and defence logistics, a specialised storage facility for ammunition or explosives, designed with blast walls, safety distances, and ventilation to prevent accidental detonation

[1] **to dive in** tə daɪv ɪn **rzucić się, zanurkować**

[2] **surveillance** sɜːˈveɪləns **obserwacja**

[3] **deliberately** dɪˈlɪbərətlɪ **celowo, specjalnie**

[4] **defensive measure** dɪˈfensɪv ˈmeʒə **system obrony**

[5] **to intercept sth** tʊ ˈɪntəsept ˈsʌmθɪŋ **przechwytywać coś**

[6] **incoming threat** ˈɪnˌkʌmɪŋ θret **nadlatujące zagrożenie**

[7] **jamming** ˈdʒæmɪŋ **zagłuszanie**

[8] **deception** dɪˈsepʃən **zmylenie**

INFOBOX

Crash-Landing[1]: The Turbulence[2] Hitting Small Airlines[3]

These days, reserving a flight online is as simple, and often as cheap as booking train or bus tickets, but that's making it challenging for some operators to remain airborne[4].

Chaos has erupted[5] in the skies, and not due to[6] air-traffic controllers[7] striking. Over the past 18 months, several smaller and one or two larger airlines have either grounded[8] their fleets or filed for bankruptcy[9], leaving passengers stranded[10] and investors shaken. Just take a look at the carnage[11]:

- May 2024 – Qantas Airways (Australia) – Suspended[12] its Shanghai–Sydney route as part of broader Asia-network trimming[13].
- January 2025 – airBaltic (Latvia) – Suspended 19 routes, reduced frequencies[14] on 21 others and cancelled[15] 4,670 flights (67,000 passengers affected[16]).
- February 2025 – Bees Airlines (Romania) – Had its Air Operator Certificate revoked[17] after suspending operations in December 2024.
- April 2025 – Air Belgium (Belgium) – Declared bankrupt after ceasing[18] scheduled[19] passenger operations in October 2023 and shifting focus to cargo[20].

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[1] **crash-landing** ˈkræʃˌlændɪŋ **lądowanie awaryjne**

[2] **turbulence** ˈtɜːbjʊləns **turbulencje, zawirowania**

[3] **airline** ˈeəlaɪn **linia lotnicza**

[4] **airborne** ˈeəbɔːn **w powietrzu**

[5] **to erupt** tʊ ɪˈrʌpt **wybuchać**

[6] **due to sth** djuː tə ˈsʌmθɪŋ **z powodu czegoś**

[7] **air-traffic controller** ˌeə træfɪk kənˈtrəʊlə(r) **kontroler lotów**

[8] **to ground** tə graʊnd **uziemić**

[9] **to file for bankruptcy** tə faɪl fə ˈbæŋkrəptsɪ **złożyć wniosek o upadłość**

[10] **stranded** ˈstrændɪd **pozostawiony samemu sobie**

[11] **carnage** ˈkɑːnɪdʒ **masakra**

[12] **to suspend sth** tə səsˈpendˈsʌmθɪŋ **zawiesić coś**

[13] **trimming** ˈtrɪmɪŋ ***tu:* ograniczanie, zmniejszanie**

[14] **frequency** ˈfriːkwənsɪ **częstotliwość**

[15] **to cancel sth** tə ˈkænsəl ˈsʌmθɪŋ **odwołać, anulować coś**

[16] **affected** əˈfektɪd **dotknięty**

[17] **to revoke** tə rɪˈvəʊk **anulować, unieważniać**

[18] **to cease** tə siːs **zaprzestać, przerwać, zakończyć**

[19] **scheduled** ˈʃedjuːld **zaplanowany**

[20] **cargo** ˈkɑːgəʊ **transport towarowy, fracht**

- August 2025 – Spirit Airlines (USA) – Filed for Chapter 11 bankruptcy protection and announced[21] major[22] route reductions, cutting 11 cities starting 2 October.
- August 2025 – Ravn Alaska (USA) – Ceased all flights in Alaska abruptly[23].
- Mid-2025 (announced) – PLAY (Iceland) – Cancelled multiple US services (e.g., New York Stewart, Boston, Baltimore) ahead of its collapse[24].

September 2025 – PLAY (Iceland) – Abruptly ceased all operations and filed for bankruptcy, cancelling all flights.

- September 2025 – Braathens International Airways (Sweden) – Filed for bankruptcy of its Airbus charter operations, ceasing flights under that division[25]. ATR72 operations continued.
- September 2025 – Wizz Air (Europe/Middle East, Abu Dhabi JV) – Suspended operations of Abu Dhabi joint venture. By the end of October 30 routes were affected.
- October 2025 – Ryanair (Europe) – Announced cancellation of 24 routes and over 800,000 seats in its German winter schedule.

The spate[26] of failures[27] and cancelled routes raises a worrying question: have low-cost airlines[28] reached their final destination[29], or is this merely[30] a bout[31] of rough air[32] in an industry known for volatility[33]?

The Fragile[34] Economics of Flying

The airline industry has always operated on wafer-thin[35] margins[36], but for smaller and budget carriers[37], that margin has now all but vanished[38]. Fuel, which typically accounts for[39] 25-35 percent of operating costs[40], has soared[41] in price over the past year. This surge[42], driven by global supply[43] disruptions[44] and carbon taxes[45], has hit smaller operators hardest. Unlike[46] the major airlines, they lack[47] the financial muscle[48] to hedge[49] fuel prices or absorb cost spikes[50].

Leasing costs[51] have also shot up[52]. Many regional and start-up airlines do not own their planes but lease them from international lessors[53], often in US dollars. With interest rates[54] remaining high and the dollar strong, repayments[55] have become increasingly expensive. For carriers such as Play and Braathens, whose revenues[56] are primarily[57] in weaker European currencies[58], the maths simply stopped working.

Air Belgium's collapse, meanwhile, highlights[59] another structural weakness[60]. It had tried to balance passenger and cargo operations to spread[61] risk, but slower global trade and weak freight demand[62] left the company with underused[63] aircraft[64] and

Code Sharing

Code-sharing is a partnership[1] between airlines that allows them to share the same flight. One airline operates the aircraft, while the other sells seats under their own flight numbers. This helps smaller carriers cut costs, extend their networks, and attract more passengers without adding new aircraft. The flight itself is operated by just one airline.

[1] **partnership** ˈpɑːtnəʃɪp **współpraca partnerska**

INFOBOX

A WORD WORTH REMEMBERING

spate
/speɪt/
zalew, nawał, natłok

---

[21] **to announce sth** tʊ əˈnaʊns ˈsʌmθɪŋ **ogłaszać coś**

[22] **major** ˈmeɪdʒə **główny**

[23] **abruptly** əˈbrʌptli **nagle, gwałtownie**

[24] **collapse** kəˈlæps **upadek**

[25] **division** dɪˈvɪʒən **oddział**

[26] **spate** speɪt **zalew, nawał, natłok**

[27] **failure** ˈfeɪljə **porażka**

[28] **low-cost airlines** ˌləʊ ˈkɒst ˈeəlaɪnz **tanie linie lotnicze**

[29] **final destination** ˈfaɪnl ˌdestɪˈneɪʃən **cel podróży, końcowa stacja**

[30] **merely** ˈmɪəlɪ **tylko**

[31] **bout** baʊt ***tu:* okres (np. walki, choroby, trudności)**

[32] **rough air** rʌf eə **turbulencje, wstrząsy, *tu:* trudny okres**

[33] **volatility** ˌvɒləˈtɪlətɪ **niestabilność**

[34] **fragile** ˈfrædʒaɪl **kruchy, wrażliwy**

[35] **wafer-thin** ˌweɪfə ˈθɪn **bardzo cienki**

[36] **margin** ˈmɑːdʒɪn **marża**

[37] **carrier** ˈkærɪə **przewoźnik**

[38] **to vanish** tə ˈvænɪʃ **zniknąć**

[39] **to account for sth** tʊ əˈkaʊnt fə ˈsʌmθɪŋ **odpowiadać za coś**

[40] **operating costs** ˈɒpəreɪtɪŋ kɒsts **koszty operacyjne**

[41] **to soar** tə sɔː **gwałtownie wzrastać**

[42] **surge** sɜːdʒ **wzrost**

[43] **supply** səˈplaɪ **podaż**

[44] **disruption** dɪsˈrʌpʃən **zakłócenie**

[45] **carbon tax** ˈkɑːbən tæks **podatek węglowy**

[46] **unlike X** ˈʌnˈlaɪk eks **inaczej niż X**

[47] **to lack sth** tə læk ˈsʌmθɪŋ **nie posiadać czegoś**

[48] **financial muscle** faɪˈnænʃəl ˈmʌsl **siła finansowa, zdolność finansowa**

[49] **to hedge sth** tə hedʒ ˈsʌmθɪŋ **zabezpieczyć coś, zabezpieczyć się przed czymś**

[50] **spike** spaɪk **nagły wzrost**

[51] **leasing costs** ˈliːsɪŋ kɒsts **koszty leasingu**

[52] **to shoot up** tə ʃuːt ʌp **wystrzelić**

[53] **lessor** leˈsɔː **wynajmujący**

[54] **interest rates** ˈɪntrest reɪts **stopy procentowe**

[55] **repayment** riːˈpeɪmənt **spłata**

[56] **revenues** ˈrevənjuːz **przychody**

[57] **primarily** ˈpraɪmærəlɪ **głównie**

[58] **currency** ˈkʌrənsɪ **waluta**

[59] **to highlight sth** tə ˈhaɪlaɪt ˈsʌmθɪŋ **podkreślać coś**

[60] **weakness** ˈwiːknəs **słabość**

[61] **to spread sth** tə spred ˈsʌmθɪŋ ***tu:* rozłożyć coś**

[62] **freight demand** freɪt dɪˈmɑːnd **popyt na fracht/przewóz towarów**

[63] **underused** ˌʌndəˈjuːzd **niewykorzystany**

[64] **aircraft** ˈeəkrɑːft **flota, maszyny**

▶

mounting[65] debts[66]. Ravn Alaska, which depended heavily on regional routes and local tourism, suffered from reduced passenger numbers and higher maintenance costs[67] in remote[68] locations.

Shifting Passenger Behaviour

The low-cost model depends on full planes, fast turnarounds[69] and steady demand. But since the pandemic, travel habits[70] have changed. Passengers are booking later, flying less frequently[71], and are more likely to choose direct routes[72] with trusted[73] operators. Business travel, once a reliable[74] filler[75] of midweek[76] seats, has not recovered to pre-2020 levels, as hybrid working remains entrenched[77].

- Later bookings: Passengers are booking closer to departure[78], with over 60 percent of bookings happening online within 0–7 days for some markets (FCM Travel Hub, 2025).
- Business travel still below pre-pandemic levels: Global business travel spending in 2023 was 93 percent of 2019 levels; international trips[79] are further behind at 79 percent (Global Business Travel Association – GBTA, 2023).
- Load factors[80] remain crucial: Global airline load factor was 85.2 percent in August 2024; North America reached 88.2 percent (International Association of Travel Agents – IATA, 2024).
- Shift to trusted direct routes: Airlines report that passengers increasingly prefer reliable, direct flights, reducing the fill on secondary or connecting routes[81] (International Airlines Group – IAG, 2024).

At the same time, leisure travellers[82] are showing signs of fatigue[83] with “ultra-low-cost” flying. Hidden fees[84], cramped seats[85], and long delays[86] have eroded some of the goodwill[87] that once fuelled the budget boom. Many consumers are now prepared to pay a little more for comfort and reliability[88], particularly after a spate of cancellations and stranded passengers in recent months[89].

Wizz Air’s decision to cut back on[90] several routes across Central and Eastern Europe illustrates this shift. Routes that were profitable[91] when aircraft were full during the summer are now loss-making in the off-season[92]. Fewer passengers and higher costs have made it difficult to justify[93] serving[94] marginal destinations.

> MEETING ENVIRONMENTAL GOALS REQUIRES COSTLY INVESTMENT IN NEWER AIRCRAFT OR SUSTAINABLE FUELS, OFTEN OUT OF REACH FOR SMALLER OPERATORS.

Environmental[95] and Regulatory[96] Headwinds[97]

Growing environmental scrutiny[98] is also creating major challenges for airlines. European regulators are tightening[99] emissions targets, and some countries are introducing taxes or banning[100] short-haul flights[101] where rail[102] alternatives exist, hitting the core business[103] of small and regional carriers. Sustainability[104] pressures are reshaping expectations[105], with criticism over carbon footprints[106] and greenwashing[107]. Meeting environmental goals[108] requires costly investment in newer aircraft or sustainable fuels, often out of reach[109] for smaller operators.

[65] **mounting** ˈmaʊntɪŋ **piętrzący się**
[66] **debt** det **zadłużenie**
[67] **maintenance costs** ˈmeɪntənəns kɒsts **koszty utrzymania**
[68] **remote** rɪˈməʊt **odległy**
[69] **turnaround** ˈtɜːnəˌraʊnd ***tu:*** **obsługa naziemna (czas, jaki samolot spędza na lotnisku między przylotem a odlotem), czas postoju**
[70] **habit** ˈhæbɪt **nawyk**
[71] **less frequently** les ˈfriːkwəntli **rzadziej**
[72] **direct routes** dɪˈrekt ruːts **bezpośrednie połączenia**
[73] **trusted** ˈtrʌstɪd **zaufany**
[74] **reliable** rɪˈlaɪəbl **niezawodny**
[75] **filler** ˈfɪlə **wypełniacz**
[76] **midweek** ˈmɪdˈwiːk **w środku tygodnia**
[77] **entrenched** ɪnˈtrentʃt ***tu:*** **ugruntowany**
[78] **departure** dɪˈpɑːtʃə **wylot**
[79] **international trips** ˌɪntəˈnæʃənl trɪps **podróże międzynarodowe**
[80] **load factor** ləʊd ˈfæktə **współczynnik wykorzystania miejsc pasażerskich**
[81] **connecting route** kəˈnektɪŋ ruːt **lot przesiadkowy**
[82] **leisure traveller** ˈleʒə ˈtrævlə **turysta**
[83] **fatigue** fəˈtiːg **zmęczenie**
[84] **hidden fees** ˈhɪdn fiːz **ukryte opłaty**
[85] **cramped seat** kræmpt siːt **ciasny fotel**
[86] **delay** dɪˈleɪ **opóźnienie**
[87] **goodwill** ˈgʊdˈwɪl **życzliwość, dobra wola, *w kontekście biznesowym:* reputacja, pozytywny wizerunek**
[88] **reliability** rɪˌlaɪəˈbɪlətɪ **niezawodność**
[89] **in recent months** ɪn ˈriːsnt mʌnθs **w ostatnich miesiącach**
[90] **to cut back on sth** tə kʌt bæk ɒn ˈsʌmθɪŋ **ograniczyć coś**
[91] **profitable** ˈprɒfɪtəbl **rentowny**
[92] **off-season** ˌɒf ˈsiːzn **poza sezonem**
[93] **to justify sth** tə ˈdʒʌstɪfaɪ ˈsʌmθɪŋ **uzasadniać coś**
[94] **to serve sth** tə sɜːv ˈsʌmθɪŋ **obsługiwać coś**
[95] **environmental** ɪnˌvaɪərənˈmentl **ekologiczny**
[96] **regulatory** ˈregjələtəri **regulacyjny**
[97] **headwinds** hɛdwɪndz **trudności**
[98] **scrutiny** ˈskruːtənɪ **nadzór**
[99] **to tighten sth** tə ˈtaɪtn ˈsʌmθɪŋ **zaostrzać coś**
[100] **to ban sth** tə bæn ˈsʌmθɪŋ **zakazywać czegoś**
[101] **short-haul flight** ˈʃɔːt hɔːl flaɪt **lot krótkodystansowy**
[102] **rail** reɪl **kolej**
[103] **core business** kɔː ˈbɪznəs **główna działalność**
[104] **sustainability** səˌsteɪnəˈbɪləti **zrównoważony rozwój**
[105] **expectations** ˌekspekˈteɪʃənz **oczekiwania**
[106] **carbon footprint** ˈkɑːbən ˈfʊtprɪnt **ślad węglowy**
[107] **greenwashing** ˈgriːnwɒʃɪŋ **forma wprowadzającego w błąd marketingu i public relations, która ma na celu stworzenie fałszywie pozytywnego, proekologicznego wizerunku firmy, produktu lub usługi, bez rzeczywistego i znaczącego zaangażowania w praktyki zrównoważonego rozwoju**
[108] **goal** gəʊl **cel**
[109] **out of reach** aʊt ɒv riːtʃ **poza zasięgiem**

Even surviving[110] airlines face limited airport access. Major hubs[111] prioritise established[112] carriers, leaving smaller players on the edges of timetables[113], losing prime departure times and connecting traffic[114] essential for profitability.

Large airlines can cross-subsidise[115] weaker routes, share risks via[116] alliances, access cheaper finance and negotiate better with suppliers[117] and airports. The budget[118] carriers' old formula of cutting extras and costs is under strain[119]. Rising labour costs[120], expensive maintenance and supply chain[121] delays, combined with intense competition[122], have pushed fares[123] down to unsustainable[124] levels. Any disruption in fuel, finance or demand can quickly ground smaller operators.

Surviving airlines have acted cautiously[125]. Low-cost carriers like Ryanair and easyJet focus on efficiency and selective expansion, investing in fleet management systems. Qantas has withdrawn[126] from some long-haul and unprofitable regional routes. Others are exploring code-sharing[127] (See Fact Box) or partial[128] mergers[129] to reduce duplication and costs. Investors, once attracted to rapid expansion, now demand prudence[130] and environmental accountability[131].

Recent collapses have caused real disruption. Thousands have been stranded or forced onto more expensive carriers. Even where passengers are insured[132], trust in smaller airlines is damaged, creating a feedback loop[133]: wary[134] passengers reduce load factors, raising the risk of further failures. In this industry, reputation is a sensitive wind vane[135] that tips[136] the direction of balance sheets[137].

The current turbulence is not so much a one-off[138] storm as a market correction[139]. The rapid expansion of the 2010s, with over-leveraged[140] low-cost carriers selling underpriced[141] tickets and betting on rapid and persistent[142] growth, was never sustainable. As a result, we are likely to see fewer but stronger airlines, operating more realistically.

While the appetite for affordable[143] travel is likely to remain strong among younger and price-sensitive passengers, budget operators' business models may need to evolve, resulting in higher fares, fewer fringe[144] destinations and greater focus on reliability and sustainability.

Final[145] Approach[146]

The flightpaths[147] are still busy, but the free-for-all[148] era of budget flying is fading over the horizon[149]. Rising costs, shifting passenger priorities and environmental obligations[150] have grounded the weakest operators. Those that remain will need to clip their wings[151].

For travellers, this may mean fewer options and slightly higher prices. For the industry, it means a necessary recalibration – trimming the excesses[152] of the past decade and building a more stable, if less exuberant[153], future. The market is descending[154] towards financial terra firma[155] – though expect some continued turbulence and bumpy rides[156] for passengers on the way down.

[110] **surviving** səˈvaɪvɪŋ ***tu:*** **pozostający na rynku**
[111] **major hubs** ˈmeɪdʒə hʌbz **duże lotniska**
[112] **established** ɪsˈtæblɪʃt **uznany**
[113] **timetable** ˈtaɪmˌteɪbl **rozkład lotów**
[114] **connecting traffic** kəˈnektɪŋ ˈtræfɪk **ruch przesiadkowy**
[115] **to cross-subsidise sth** tə krɒs ˈsʌbsɪdaɪz ˈsʌmθɪŋ **dotować coś**
[116] **via X** ˈvaɪə eks **poprzez, za pośrednictwem X**
[117] **supplier** səˈplaɪə **dostawca**
[118] **budget** ˈbʌdʒɪt ***tu:*** **tani**
[119] **under strain** ˈʌndə streɪn **pod presją**
[120] **labour costs** ˈleɪbə kɒsts **koszty pracy**
[121] **supply chain** səˈplaɪ tʃeɪn **łańcuch dostaw**
[122] **competition** ˌkɒmpəˈtɪʃən **konkurencja**
[123] **fare** feə ***tu:*** **opłata za przelot**
[124] **unsustainable** ˌʌnsəˈsteɪnəbl **nie do utrzymania**
[125] **cautiously** ˈkɔːʃəsli **ostrożnie**
[126] **to withdraw** tə wɪðˈdrɔː **wycofać się**
[127] **code-sharing** ˈkəʊd ʃeərɪŋ ***dosł.*** **współdzielenie kodu, powszechna umowa handlowa w branży lotniczej, w której dwie lub więcej linii lotniczych zgadzają się na to, aby ta sama trasa była obsługiwana przez jedną linię (operującego przewoźnika), ale oferowana i sprzedawana przez wszystkie partnerskie linie lotnicze pod ich własnymi numerami lotów (kodami)**
[128] **partial** ˈpɑːʃəl **częściowy**
[129] **merger** ˈmɜːdʒə **fuzja**
[130] **prudence** ˈpruːdəns **roztropność, rozwaga**
[131] **accountability** əˌkaʊntəˈbɪlətɪ **odpowiedzialność**
[132] **insured** ɪnˈʃʊəd **ubezpieczony**
[133] **feedback loop** ˈfiːdbæk luːp **sprzężenie zwrotne**
[134] **wary** ˈweərɪ **nieufny**
[135] **wind vane** wɪnd veɪn **wiatrowskaz**
[136] **to tip sth** tə tɪp ˈsʌmθɪŋ **wskazywać coś**
[137] **balance sheet** ˈbæləns ʃiːt **arkusz bilansowy**
[138] **one-off** ˌwʌn ˈɒf **jednorazowy**
[139] **market correction** ˈmɑːkɪt kəˈrekʃən **korekta rynku**
[140] **over-leveraged** ˈəʊvə ˈliːvərɪdʒd **nadmiernie zadłużony**
[141] **underpriced** ˌʌndəˈpraɪst **zbyt tani, niedoszacowany**
[142] **persistent** pəˈsɪstənt **ciągły**
[143] **affordable** əˈfɔːdəbl **przystępny cenowo**
[144] **fringe** frɪndʒ **peryferyjny**
[145] **final** ˈfaɪnl **końcowy**
[146] **approach** əˈprəʊtʃ **podejście**
[147] **flightpath** flaɪt pɑːθ **trasa**
[148] **free-for-all** ˈfriːfərˌɔːl **wolna amerykanka**
[149] **to fade over the horizon** tə feɪd ˈəʊvə ðə həˈraɪzn **znikać za horyzontem**
[150] **obligation** ˌɒblɪˈgeɪʃən **zobowiązanie**
[151] **to clip their wings** tə klɪp ðeə wɪŋz ***tu:*** **ograniczyć swobodę działań**
[152] **excesses** ɪkˈsesɪz **ekscesy, wybryki**
[153] **exuberant** ɪgˈzjuːbərənt ***tu:*** **burzliwy**
[154] **to descend** tə dɪˈsend **obniżać lot**
[155] **terra firma** ˌterə ˈfɜːmə ***łac.*** **stały ląd**
[156] **bumpy ride** ˈbʌmpɪ raɪd **wyboista droga**

Business Brainwave: Take a Tuk-tuk[1]

For many travellers in Asia, the tuk-tuk is more than just a quirky[2] three-wheeled mode of transport[3]; it is a cultural icon. These buzzing[4], brightly painted[5] auto-rickshaws are synonymous with chaotic city traffic[6], narrow[7] village lanes[8] and the thrilling[9] unpredictability[10] of local travel. But now, thanks to a bold[11] and imaginative business idea, the humble[12] tuk-tuk has been reinvented[13], changing the tourist's role from passenger to driver.

Enter TukTuk Rental[14], a Sri Lanka-based business that allows tourists to[15] take the wheel[16] – literally[17] – and drive their own tuk-tuk through the island's jungles, coastlines, mountain passes[18] and bustling[19] towns. The man behind the idea is Thomas Cornish, an Australian civil engineer[20] turned travel entrepreneur[21], who spotted the opportunity during his travels through the region. Instead of[22] being confined to[23] standard tour buses or hiring[24] a car and driver, Cornish envisaged[25] a more

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[1] **tuk-tuk** ˈtʊk tʊk **autoriksza, tuk-tuk**

[2] **quirky** ˈkwɜːki **dziwny**

[3] **mode of transport** məʊd ɒv ˈtrænspɔːt **środek transportu**

[4] **buzzing** ˈbʌzɪŋ **dzwoniący, brzęczący**

[5] **brightly-painted** ˈbraɪtli ˈpeɪntɪd **pomalowany na jaskrawy kolor**

[6] **city traffic** ˈsɪtɪ ˈtræfɪk **ruch uliczny**

[7] **narrow** ˈnærəʊ **wąski**

[8] **village lane** ˈvɪlɪdʒ leɪn **wiejska uliczka**

[9] **thrilling** ˈθrɪlɪŋ **ekscytujący**

[10] **unpredictability** ˌʌnprɪˌdɪktəˈbɪləti **nieprzewidywalność**

[11] **bold** bəʊld **śmiały**

[12] **humble** ˈhʌmbl **prosty, skromny**

[13] **to reinvent** tə ˌriːɪnˈvent **wymyślić na nowo**

[14] **rental** ˈrentl **wypożyczalnia**

[15] **to allow sb to do sth** tʊ əˈlaʊ ˈsʌmbədɪ tə duː ˈsʌmθɪŋ **pozwalać komuś na coś**

[16] **to take the wheel** tə teɪk ðə wiːl **przejąć stery**

[17] **literally** ˈlɪtərəli **dosłownie**

[18] **mountain pass** ˈmaʊntɪn pɑːs **przełęcz górska**

[19] **bustling** ˈbʌslɪŋ **tętniący życiem**

[20] **civil engineer** ˈsɪvl ˌendʒɪˈnɪə **inżynier budownictwa**

[21] **entrepreneur** ˌɒntrəprəˈnɜː **przedsiębiorca**

[22] **instead of sth** ɪnˈsted ɒv ˈsʌmθɪŋ **zamiast czegoś**

[23] **to be confined to sth** tə biː kənˈfaɪnd tə ˈsʌmθɪŋ **być ograniczonym do czegoś**

[24] **to hire** tə ˈhaɪə **wynajmować**

[25] **to envisage** tʊ ɪnˈvɪzɪdʒ **wyobrazić sobie**

Social Enterprise Business Model

A social enterprise is a business that prioritises social or environmental goals alongside financial profit. It operates like a traditional company but reinvests most profits into fulfilling[1] its mission, such as reducing poverty[2], improving health, or protecting the environment[3]. Unlike charities[4], social enterprises earn income through trading, not donations, and unlike regular businesses, their main aim is to make a positive impact rather than maximise shareholder[5] returns[6].

[1] **to fulfill** tə fʊlˈfɪl **wypełniać**

[2] **poverty** ˈpɒvətɪ **bieda, ubóstwo**

[3] **environment** ɪnˈvaɪərənmənt **środowisko**

[4] **charity** ˈtʃærətɪ **organizacja charytatywna**

[5] **shareholder** ˈʃeəˌhəʊldə **udziałowiec**

[6] **return** rɪˈtɜːn **zysk**

INFOBOX

tuktuk
rental.com
Castrol
Castrol
WP ABU

A WORD WORTH REMEMBERING

agency
/ˈeɪdʒənsɪ/
tu: sprawczość

POBIERZ
NAGRANIA
MP3
KOD DOSTĘPU:
jpy
LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW:
COLORFULMEDIA.PL/CZYTNIK

OGLĄDAJ
VIDEO
business-english.com.pl

▶

TRAVEL LIKE A LOCAL. SUPPORT THE COMMUNITY.

immersive and adventurous alternative: putting the traveller in the driver's seat, quite literally, of their Asian experience.

The concept is simple but brilliant. Tourists hire a tuk-tuk for several days or weeks, receive a special local driving permit[26], and get a crash course[27] (figuratively speaking[28]) in how to operate the vehicle. Then, with a map in hand (or more likely, smartphone GPS), they set off on their own[29] to explore Sri Lanka's less-travelled roads. For many, it's the perfect blend[30] of independence and authentic cultural engagement[31].

The idea has struck a chord[32] with modern tourists looking for deeper experiences and meaningful[33] travel. No longer satisfied with passive sightseeing[34], today's travellers want interaction, spontaneity and the freedom to roam[35]. A tuk-tuk offers all of this. It's small enough to navigate[36] rural backroads[37], open enough to smell the spices wafting from[38] roadside[39] kitchens, and eye-catching[40] enough to make friends everywhere you stop.

It's also surprisingly affordable[41]. Daily rental prices start at levels well below standard hire car prices. Optional extras, such as a cool box[42] for drinks, Bluetooth speakers[43] for road-trip playlists, or a phone holder for navigation, add convenience[44] and comfort. Insurance[45], maintenance[46] and 24/7 support are all part of the package, helping to ease any anxiety[47] tourists might have about driving in a foreign country[48].

PREPOSITION PROPOSITION

Complete each sentence with the correct preposition.
You may be able to use more than one phrase
in your answer.

a. across b. along c. around d. from… to
f. in g. into h. towards i. through

1. Most travellers prefer to start their tuk-tuk tours early ______ the morning, before the roads get busy.
2. The tuk-tuk rolled slowly ______ the entrance gate as the guard waved us forward.
3. Their route cut straight ______ the dry lake bed, leaving a trail of dust behind them.
4. The full tuk-tuk journey runs ______ Kandy ______ Ella, taking in some of Sri Lanka's most scenic views.
5. The tuk-tuk rattled slowly ______ the outside of the old fort, giving us a full view of its walls.
6. After a long morning drive, the group pulled ______ the small guesthouse courtyard for lunch.
7. They travelled slowly ______ a busy fishing village filled with morning markets, meeting a lot of fishermen as they did.
8. Their route followed a narrow path ______ the edge of the tea fields.

BEM TEST

Answers: 1. f, 2. h or i, 3. a or i, 4. d, 5. c, 6. g, 7. i, 8. b or c

[26] **driving permit** ˈdraɪvɪŋ ˈpɜːmɪt **prawo jazdy**

[27] **crash course** kræʃ kɔːs **intensywny kurs**

[28] **figuratively speaking** ˈfɪgjʊrətɪvli ˈspiːkɪŋ **mówiąc w przenośni**

[29] **on one's own** ɒn wʌnz əʊn **samodzielnie**

[30] **blend** blend **połączenie, mieszanka**

[31] **cultural engagement** ˈkʌltʃərəl ɪnˈgeɪdʒmənt ***tu:* zagłębienie się w lokalną kulturę**

[32] **to strike a chord** tə straɪk ə kɔːd **trafić do serca**

[33] **meaningful** ˈmiːnɪŋfʊl **głęboki, pełen znaczenia**

[34] **sightseeing** ˈsaɪtˌsiːɪŋ **zwiedzanie**

[35] **to roam** tə rəʊm **włóczyć się**

[36] **to navigate** tə ˈnævɪgeɪt **poruszać się**

[37] **rural backroads** ˈrʊərəl bæk rəʊdz **wiejskie drogi**

[38] **wafting from sth** ˈwɒftɪŋ frɒm ˈsʌmθɪŋ **unoszący się, dobiegający skądś**

[39] **roadside** ˈrəʊdsaɪd **przydrożny**

[40] **eye-catching** ˈaɪ kætʃɪŋ **przyciągający wzrok**

[41] **affordable** əˈfɔːdəbl **przystępny cenowo**

[42] **cool box** kuːl bɒks **lodówka turystyczna**

[43] **speaker** ˈspiːkə **głośnik**

[44] **convenience** kənˈviːnjəns **wygoda**

[45] **insurance** ɪnˈʃʊərəns **ubezpieczenie**

[46] **maintenance** ˈmeɪntənəns **serwis, utrzymanie**

[47] **anxiety** æŋˈzaɪətɪ **obawa, niepokój**

[48] **foreign country** ˈfɒrɪn ˈkʌntrɪ **obcy kraj**

All the same[49], this is not a venture[50] for the faint-hearted[51]. Driving in Sri Lanka, or indeed, in many parts of South and Southeast Asia, requires a steady nerve[52] and a lot of patience[53]. Traffic can be unpredictable, signage[54] minimal, and the local driving style haphazard and enthusiastic. But for those willing to[55] adapt, the rewards are considerable[56]. Customers describe the experience as liberating[57], hilarious[58] and unforgettable[59], from winding through[60] tea plantations and greeting villagers along the way[61], to camping on remote[62] beaches or discovering roadside eateries[63] tourists would never otherwise find.

One of the cleverest aspects of the business model is that it empowers[64] not just travellers, but locals, too. TukTuk Rental endeavours[65] to work on the social enterprise[66] model (See Fact Box) and defined by the company's strapline[67] – "*Travel like a local. Support the* Community[68]*.*" Many of the tuk-tuks are owned by local drivers who lease[69] them to the company when not in use. This creates a new source of income[70] for them and supports local families. Moreover, a portion of the profits is invested in community projects, sustainability[71] initiatives and road safety campaigns, which is all part of a broader commitment[72] to responsible and sustainable tourism.

Building on the success in Sri Lanka, the business has now expanded into Cambodia, another country where tuk-tuks are part of the cultural fabric[73]. It is quickly becoming popular with younger tourists, digital nomads[74] and couples[75] seeking unique honeymoon[76] alternatives.

From a business perspective, Cornish's venture offers a textbook case[77] of how identifying an overlooked[78] niche can create a scalable[79], cross-border[80] opportunity. His background[81] as an engineer likely contributed to the structured yet practical approach to operations by securing[82] legal permits for foreign drivers, offering training and safety advice, and ensuring[83] roadside support. These systems make the experience not only possible but also reliable[84], repeatable[85] and, crucially[86], safe.

The brand has also benefited from viral word-of-mouth[87] and strong online storytelling[88]. Social media is peppered[89] with videos of intrepid[90] travellers navigating their colourful tuk-tuks down winding[91] roads, waving to laughing schoolchildren and describing the adventure of a lifetime. These organic[92] endorsements[93] are invaluable[94], creating a buzz[95] that traditional advertising[96] could never match[97].

Looking ahead, there's scope[98] for further expansion into countries like Thailand, Vietnam and the Philippines – all of which have strong tuk-tuk cultures and growing tourist demand[99]. The model could also inspire similar ventures in other parts of the world using different iconic vehicles, campervans[100] in New Zealand, Citroën 2CVs in France, or even Trabants in Central and Eastern Europe.

Ultimately[101], TukTuk Rental taps into[102] something fundamental: the human desire for freedom, discovery and connection. In an age of package holidays[103] and experiences handed on a plate[104], taking the controls of a tuk-tuk offers a rare[105] sense of agency[106] and spontaneity. It's a small vehicle, but it opens up a world of experience.

In enterprise terms, it proves that, with a little imagination, the next great business idea might be right under your nose.

[49] **all the same** ɔːl ðə seɪm **mimo wszystko, tak czy siak**
[50] **venture** ˈventʃə **przedsięwzięcie**
[51] **faint-hearted** ˈfeɪntˈhɑːtɪd **bojaźliwy**
[52] **steady nerve** ˈstedɪ nɜːv **opanowanie, zimna krew**
[53] **patience** ˈpeɪʃəns **cierpliwość**
[54] **signage** ˈsaɪnɪdʒ **oznakowanie**
[55] **willing to do sth** ˈwɪlɪŋ tə duː ˈsʌmθɪŋ **skłonny do zrobienia czegoś**
[56] **considerable** kənˈsɪdərəbl **znaczny, niemały**
[57] **liberating** ˈlɪbəreɪtɪŋ **dający poczucie swobody**
[58] **hilarious** hɪˈleərɪəs **przezabawny**
[59] **unforgettable** ˈʌnfəˈgetəbl **niezapomniany**
[60] **to wind through sth** tə wɪnd θruː ˈsʌmθɪŋ **przedzierać się przez coś**
[61] **along the way** əˈlɒŋ ðə weɪ **po drodze**
[62] **remote** rɪˈməʊt **pusty**
[63] **eatery** ˈiːtərɪ **lokal gastronomiczny**
[64] **to empower sb** tʊ ɪmˈpaʊə ˈsʌmbədɪ **wspierać kogoś**
[65] **to endeavour** tʊ ɪnˈdevə **usiłować**
[66] **social enterprise** ˈsəʊʃəl ˈentəpraɪz **przedsiębiorstwo społeczne**
[67] **strapline** ˈstræp.laɪn **slogan**
[68] **community** kəˈmjuːnətɪ **społeczność**
[69] **to lease sth** tə liːs ˈsʌmθɪŋ **wynajmować coś**
[70] **source of income** sɔːs ɒv ˈɪnkʌm **źródło dochodu**
[71] **sustainability** səˌsteɪnəˈbɪləti **zrównoważony rozwój**
[72] **commitment** kəˈmɪtmənt **zaangażowanie**
[73] **cultural fabric** ˈkʌltʃərəl ˈfæbrɪk **tkanka kulturowa**
[74] **digital nomad** ˈdɪdʒɪtl ˈnəʊməd **cyfrowy nomada, osoba, która wykonuje pracę zdalną i nie jest przywiązana do jednego miejsca zamieszkania**
[75] **couple** ˈkʌpl **para**
[76] **honeymoon** ˈhʌnɪmuːn **podróż poślubna**
[77] **textbook case** ˈtekstbʊk keɪs **podręcznikowy przykład**
[78] **overlooked** ˌəʊvəˈlʊkt **pomijany, przeoczony**
[79] **scalable** ˈskeɪləbl **skalowalny**
[80] **cross-border** ˈkrɒs bɔːdə(r) **transgraniczny**
[81] **background** ˈbækgraʊnd **wiedza, doświadczenie**
[82] **to secure** tə sɪˈkjʊə **uzyskiwać**
[83] **to ensure** tʊ ɪnˈʃʊə **zapewniać**
[84] **reliable** rɪˈlaɪəbl **niezawodny**
[85] **repeatable** rɪˈpiːtəbl **powtarzalny**
[86] **crucially** ˈkruːʃəli **co istotne**
[87] **word-of-mouth** wɜːd ɒv maʊθ **marketing szeptany**
[88] **storytelling** ˈstɔːritelɪŋ **narracja**
[89] **peppered** ˈpepəd **usiany**
[90] **intrepid** ɪnˈtrepɪd **nieustraszony**
[91] **winding** ˈwɪndɪŋ **kręty**
[92] **organic** ɔːˈgænɪk **naturalny**
[93] **endorsement** ɪnˈdɔːsmənt **poparcie**
[94] **invaluable** ɪnˈvæljʊəbl **bezcenny**
[95] **buzz** bʌz **szum**
[96] **advertising** ˈædvətaɪzɪŋ **reklama**
[97] **to match sth** tə mætʃ ˈsʌmθɪŋ **dorównywać czemuś**
[98] **scope** skəʊp ***tu:* możliwość**
[99] **tourist demand** ˈtʊərɪst dɪˈmɑːnd **popyt turystyczny**
[100] **campervan** ˈkæmpə væn **kamper**
[101] **ultimately** ˈʌltɪmətlɪ **w końcu, ostatecznie**
[102] **to tap into sth** tə tæp ˈɪntʊ ˈsʌmθɪŋ ***tu:* wpisywać się w coś**
[103] **package holidays** ˈpækɪdʒ ˈhɒlədeɪz **wyjazdy zorganizowane**
[104] **handed on a plate** ˈhændɪd ɒn ə pleɪt **podany na talerzu**
[105] **rare** reə **rzadki**
[106] **agency** ˈeɪdʒənsɪ **sprawczość**

►

Are Meal Delivery Services[1] Worth It?

If you live in a block of flats[2] and get up early, you might have noticed meal delivery packages on your neighbour's[3] doorstep[4]. Is it a smart move, or are they paying through the nose[5] for ingredients[6] they could easily buy more cheaply in a shop?

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In recent years, meal delivery services have exploded onto the consumer scene, offering busy[7] households[8] and health-conscious[9] individuals a seemingly[10] perfect solution[11] to the age-old[12] problem: what's for dinner?

Whether trying to lose weight, eat more healthily, or just avoid another tiresome and time-consuming trip to the supermarket, meal delivery kits look to tick all the boxes[13]. As new customers flock[14] to order[15], there are now numerous[16] providers[17] servicing this growing trend. (*see Providers and Popularity Fact Box*).

The Rise of the Meal Kit Industry

Meal delivery services are not an entirely new concept. For decades, companies like Weight Watchers have offered pre-packaged[18], calorie-controlled meals for delivery, primarily focused on weight loss[19].

MEAL DELIVERY SERVICES ARE NOT AN ENTIRELY NEW CONCEPT.

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[1] **meal delivery service** miːl dɪˈlɪvərɪ ˈsɜːvɪs **dieta pudełkowa**

[2] **block of flats** blɒk ɒv flæts **blok mieszkaniowy**

[3] **neighbour** ˈneɪbə **sąsiad**

[4] **doorstep** ˈdɔːstep **próg**

[5] **to pay through the nose** tə peɪ θruː ðə nəʊz **przepłacać**

[6] **ingredient** ɪnˈgriːdjənt **składnik**

[7] **busy** ˈbɪzɪ ***tu:*** **zabiegany**

[8] **household** ˈhaʊshəʊld **gospodarstwo domowe**

[9] **health-conscious** helθ ˈkɒnʃəs **dbający o zdrowie**

[10] **seemingly** ˈsiːmɪŋlɪ **na pozór**

[11] **solution** səˈluːʃən **rozwiązanie**

[12] **age-old** ˈeɪdʒˈəʊld **stary jak świat**

[13] **to tick all the boxes** tə tɪk ɔːl ðə ˈbɒksɪz **spełniać wszystkie oczekiwania, zaspakajać wszystkie potrzeby**

[14] **to flock** tə flɒk **gromadzić się**

[15] **to order** tʊ ˈɔːdə **zamawiać**

[16] **numerous** ˈnjuːmərəs **liczny**

[17] **provider** prəˈvaɪdə **dostawca**

[18] **pre-packaged** ˈpriːˈpækɪdʒd **gotowy**

[19] **weight loss** weɪt lɒs **utrata wagi**

But the modern iteration[20], offering fresh ingredients and recipes to cook at home, first gained traction[21] around 2012, with companies like Blue Apron pioneering the model in the United States.

These services typically provide weekly deliveries of pre-portioned ingredients and easy-to-follow[22] recipe cards. Some, like HelloFresh and Marley Spoon, focus on gourmet[23] or family-friendly options, while others like Freshly and Factor deliver fully-prepared meals that only need heating[24]. Companies such as Daily Harvest specialise in plant-based[25], frozen[26] meal options, smoothies and soups.

The industry received an unexpected boost[27] during the COVID-19 pandemic, when lockdowns and social distancing made traditional grocery shopping[28] more challenging. Consumers turned to meal kits not only for convenience[29] but

A WORD WORTH REMEMBERING

double-digit
/ˌdʌbl ˈdɪdʒɪt/
dwucyfrowy

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[20] **iteration** ˌɪtəˈreɪʃən **wersja**

[21] **to gain traction** tə geɪn ˈtrækʃən **zyskać**

uznanie

[22] **easy-to-follow** ˈiːzɪ tə ˈfɒləʊ **łatwy do zrozumienia**

[23] **gourmet** ˈgʊəmeɪ **wykwintny, delikatesowy**

[24] **heating** ˈhiːtɪŋ **podgrzanie**

[25] **plant-based** ˈplɑːnt beɪst **roślinny**

[26] **frozen** ˈfrəʊzn **mrożony**

[27] **boost** buːst **doładowanie**

[28] **grocery shopping** ˈgrəʊsərɪ ˈʃɒpɪŋ **zakupy spożywcze**

[29] **convenience** kənˈviːnjəns **wygoda**

▶

HELLO FRESH

FOR CASH-RICH, TIME-POOR PROFESSIONALS, MEAL DELIVERY SERVICES ARE A GOOD TRADE-OFF.

for safety and comfort, creating a surge in demand[30] that many providers were barely[31] able to keep up with[32].

According to a report by Statista, the global meal kit market size reached over USD 15 bln in 2021 and is projected to surpass[33] USD 30 bln by 2028, with double-digit[34] annual[35] growth.

The Appeal: Convenience Meets Health Goals

Delivery services aim to make life easier by removing the hassle[36] of meal planning, shopping, and portioning. For busy professionals, families with hectic schedules[37], or those who can't think what to cook each day, these kits are a compelling[38] solution.

But convenience is only part of the pitch[39]. Many services now emphasise health and weight management, offering low-calorie, keto[40], paleo[41], vegetarian and gluten-free options.

Meal delivery services also boast[42] about eliminating food waste[43]. Because ingredients are pre-measured, users are less likely to overbuy[44] at the supermarket or let perishables[45] rot[46] in the fridge[47]. For environmentally aware[48] consumers, this is another appealing[49] factor[50], although some plastic-heavy packaging has drawn criticism.

Do They Help with Weight Loss?

Through calorie counts and portion sizes controlled by the provider, it becomes easier for users to monitor intake[51] and avoid impulse eating[52]. Many platforms give customers the opportunity to select dietary goals, such as protein and calorie intake. However, the evidence[53] is mixed.

While structured eating plans with limited choices can help some individuals stay on track[54], they are not foolproof[55]. A review by Rumen.com.au points out[56] that weight loss success depends on consistency[57], exercise[58] and personal motivation, factors beyond what a meal kit can provide. Some users report that while meal kits help reduce snacking[59] and promote portion control in the short term[60], they don't necessarily translate into[61] lasting[62] changes. Once the subscription ends, old habits[63] may return unless broader lifestyle shifts are made.

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[30] **surge in demand** sɜːdʒ ɪn dɪˈmɑːnd **wzrost popytu**

[31] **barely** ˈbeəlɪ **ledwo**

[32] **to keep up with sth** tə kiːp ʌp wɪð ˈsʌmθɪŋ **nadążać za czymś**

[33] **to surpass sth** tə sɜːˈpɑːs ˈsʌmθɪŋ **przekraczać coś**

[34] **double-digit** ˌdʌbl ˈdɪdʒɪt **dwucyfrowy**

[35] **annual** ˈænjʊəl **roczny**

[36] **hassle** ˈhæsl **kłopot**

[37] **hectic schedule** ˈhektɪk ˈʃedjuːl **napięty harmonogram**

[38] **compelling** kəmˈpelɪŋ **przekonujący**

[39] **pitch** pɪtʃ ***tu:* oferta**

[40] **keto** ˈkiːtəʊ **dieta ketogeniczna**

[41] **paleo** pæliəʊ **dieta paleolityczna**

[42] **to boast** tə bəʊst **chwalić się**

[43] **food waste** fuːd weɪst **marnotrawstwo żywności**

[44] **to overbuy** tʊ ˌəʊvəˈbaɪ **kupić za dużo**

[45] **perishables** ˈperɪʃəblz **łatwo psujące się produkty**

[46] **to rot** tə rɒt **psuć się**

[47] **fridge** frɪdʒ **lodówka**

[48] **environmentally aware** ɪnˌvaɪərəˈmentəli əˈweə **świadomy ekologicznie**

[49] **appealing** əˈpiːlɪŋ **atrakcyjny**

[50] **factor** ˈfæktə **czynnik**

[51] **intake** ˈɪnteɪk **spożycie**

[52] **impulse eating** ˈɪmpʌls ˈiːtɪŋ **objadanie się**

[53] **evidence** ˈevɪdəns **dowody, dowód**

[54] **to stay on track** tə steɪ ɒn træk **nie zbaczać z obranego kursu**

[55] **foolproof** ˈfuːlpruːf **niezawodny**

[56] **to point out sth** tə pɔɪnt aʊt ˈsʌmθɪŋ **zwracać uwagę na coś**

[57] **consistency** kənˈsɪstənsɪ **konsekwencja**

[58] **exercise** ˈeksəsaɪz **ćwiczenia**

[59] **snacking** ˈsnækɪŋ **podjadanie**

[60] **in the short term** ɪn ðə ʃɔːt tɜːm **na krótką metę**

[61] **to translate into sth** tə trænsˈleɪt ˈɪntʊ ˈsʌmθɪŋ **przekładać się na coś**

[62] **lasting** ˈlɑːstɪŋ **trwały**

Additionally, not all meal kits are equally healthy. Some meals, despite being convenient, can be high in sodium, saturated fats[64], or processed[65] ingredients, especially in ready-to-heat versions.

Cost Versus[66] Convenience

On the face of it[67], meal delivery services are expensive compared to traditional grocery shopping. Add in delivery fees[68] and subscription charges[69], and the weekly cost can rival or exceed[70] dining out[71]. However, cost comparisons[72] are not

[63] **habit** ˈhæbɪt **nawyk**
[64] **saturated fats** ˈsætʃəreɪtɪd fæts **tłuszcze nasycone**
[65] **processed** ˈprəʊsest **przetworzony**
[66] **versus** ˈvɜːsəs **kontra**
[67] **on the face of it** ɒn ðə feɪs ɒv ɪt **na pierwszy rzut oka**
[68] **delivery fee** dɪˈlɪvərɪ fiː **opłata za dostawę**
[69] **charge** tʃɑːdʒ **opłata**
[70] **to exceed sth** tʊ ɪkˈsiːd ˈsʌmθɪŋ **przewyższać coś**
[71] **to dine out** tə daɪn aʊt **jeść na mieście**
[72] **comparison** kəmˈpærɪsn **porównanie**

NICE TO FIT YOU

Providers and Popularity

United States

- HelloFresh: A German company, but very active in the US, UK, Australia and several European markets.
- Blue Apron: US-only.
- Daily Harvest: US-only, known for plant-based frozen meals and smoothies.
- Trifecta: US-based, specialising in fitness/weight-loss meal plans.

The United Kingdom

In the UK, the market has progressively increased over the past 10 years. Key players include:

- HelloFresh UK – a major market leader.
- Gousto – a British meal kit provider offering 75+ recipes weekly.
- Mindful Chef – focuses on healthy, gluten-free, low-carb[1] meals.
- Green Chef UK – owned by HelloFresh, specialising in keto and vegan meals.
- SimplyCook – offers flavour kits[2] and recipes rather than full ingredients.
- Allplants – delivers plant-based, pre-cooked frozen meals.
- Prep Kitchen UK – more fitness – and calorie-focused, with macro[3]-balanced options.

Poland

Poland's meal kit market is smaller and has been slower to develop, but is catching up[4] quickly, with a strong emphasis on "catering dietetyczny" – diet-specific catering services.

Popular providers include:

- Maczfit – one of the largest in Poland, offering a wide range of calorie – and diet-specific meal plans.
- Body Chief – fitness-focused, with tailored[5] plans for weight loss, muscle gain[6], etc.
- Catering Dietetyczny LightBox – focuses on health-conscious and portion-controlled meals.
- Fit Apetit – offers trendy, visually appealing, and macro-tracked meals.
- Nice To Fit You (NTFY) – flexible[7] and app-based, with a strong lifestyle branding.

These typically deliver multiple meals per day (often 3–5), boxed in daily bags, not just dinner kits.

Popularity by Country

(based on market penetration[8], consumer spend, and number of companies):

1. United States
2. United Kingdom
3. Germany
4. Australia
5. Canada
6. Netherlands
7. Poland – favours daily diet catering rather than weekly meal kits. Growth is tied to fitness and diet culture, especially in major cities like Warsaw, Kraków, and Wrocław.

[1] **low-carb** ˌləʊ ˈkɑːb **niskowęglowodanowy**
[2] **flavour kit** ˈfleɪvə kɪt **zestaw przypraw, past smakowych etc.**
[3] **macro** ˈmækrəʊ **makroskładniki**
[4] **to catch up** tə kætʃ ʌp **nadganiać**
[5] **tailored** ˈteɪləd **dopasowany**
[6] **muscle gain** ˈmʌsl geɪn **przyrost masy mięśniowej**
[7] **flexible** ˈfleksəbl **elastyczny**
[8] **market penetration** ˈmɑːkɪt ˌpenɪˈtreɪʃən **penetracja rynku**

INFOBOX

▶

straightforward[73]. Advocates[74] argue that the price includes not only the ingredients but the planning, shopping, portioning and, in some cases[75], preparation[76]. For cash-rich[77], time-poor[78] professionals, meal delivery services are a good trade-off[79].

Despite their convenience, a frequent complaint[80] is a lack of variety[81] or culinary spontaneity. Many users report regimen[82] fatigue[83] after a few months, as menus begin to feel repetitive[84]. The home preparation[85] aspect may also become boring. While recipe kits offer step-by-step[86] instructions for those with limited cooking skills, some users may feel like they are assembling furniture[87] rather than engaging[88] in any meaningful[89] culinary creativity.

Are Meal Kits Here to Stay?

Given the market growth projections, the answer is a resounding[90] 'yes.' The market has also evolved to cater to[91] other potential markets. What began as simple recipe boxes has now expanded into niche services targeting vegans, fitness enthusiasts, gourmet foodies[92] and even children's lunches. Many brands are leveraging[93] AI[94] and data analytics[95] to personalise offerings based on previous[96] orders[97] or dietary goals.

On the other hand[98], during tighter[99] financial times, consumers might revert to[100] traditional cooking as a cheaper alternative, especially in households with more than two people. The weaker[101] providers may go under[102] as a consequence, but the market leaders are likely to prevail[103].

At the End of the Day, Are They Worth It?

The answer depends on who you are and what you value[104]. For people seeking structure[105], convenience, or a short-term health kick[106], they can be highly effective. For others, especially those on tight budgets or with a taste for culinary exploration[107], they may fall short[108].

Their appeal lies less in the food itself and more in the lifestyle they support, resulting in time saved, stress reduced, and

[73] **straightforward** streɪtˈfɔːwəd **bezpośredni**
[74] **advocate** ˈædvəkət **zwolennik**
[75] **in some cases** ɪn sʌm ˈkeɪsɪz **w niektórych przypadkach**
[76] **preparation** ˌprepəˈreɪʃən **przygotowanie**
[77] **cash-rich** ˌkæʃ ˈrɪtʃ **nadziany**
[78] **time-poor** ˌtaɪm ˈpɔː(r) **zapracowany**
[79] **trade-off** ˈtreɪd ɒf **kompromis**
[80] **frequent complaint** ˈfriːkwənt kəmˈpleɪnt **częsty zarzut**
[81] **variety** vəˈraɪətɪ **różnorodność**
[82] **regimen** ˈredʒɪmen **dieta**
[83] **fatigue** fəˈtiːg **znużenie**
[84] **repetitive** rɪˈpetɪtɪv **powtarzający się, monotonny**
[85] **preparation** ˌprepəˈreɪʃən **przygotowanie, przyrządzanie**
[86] **step-by-step** step baɪ step **krok po kroku**
[87] **to assemble furniture** tʊ əˈsembl ˈfɜːnɪtʃə **skręcać meble**
[88] **to engage** tʊ ɪnˈgeɪdʒ **podejmować**
[89] **meaningful** ˈmiːnɪŋfʊl **istotny, znaczący**
[90] **resounding** rɪˈzaʊndɪŋ **głośny**
[91] **to cater to sth** tə ˈkeɪtə tə ˈsʌmθɪŋ **zaopatrywać coś**
[92] **foodie** ˈfuːdi **smakosz**
[93] **to leverage** tə ˈliːvərɪdʒ ˈsʌmθɪŋ **wykorzystywać coś jak najefektywniej**
[94] **AI = artificial intelligence** ˌeɪ ˈaɪ **sztuczna inteligencja**
[95] **data analytics** ˈdeɪtə ˌænəˈlɪtɪks **analiza danych**
[96] **previous** ˈpriːvjəs **poprzedni**
[97] **order** ˈɔːdə **zamówienie**
[98] **on the other hand** ɒn ðiː ˈʌðə hænd **z drugiej strony**
[99] **tight** taɪt **ograniczony**
[100] **to revert to sth** tə rɪˈvɜːt tə ˈsʌmθɪŋ **powracać do czegoś**
[101] **weak** wiːk **słaby**
[102] **to go under** tə gəʊ ˈʌndə **upaść**
[103] **to prevail** tə prɪˈveɪl **przetrwać**
[104] **to value** tə ˈvæljuː **cenić sobie**
[105] **structure** ˈstrʌktʃə **struktura, *tu:* ustalony plan, porządek**
[106] **health kick** helθ kɪk **poprawa stanu zdrowia**
[107] **exploration** ˌeksplɔːˈreɪʃən **poszukiwania, eksperymenty**
[108] **to fall short** tə fɔːl ʃɔːt **nie wystarczać, nie spełniać oczekiwań**

choices simplified. For a certain segment of the population, that is more than worth the extra cost.

As the industry continues to innovate and respond[109] to changing consumer demands, meal delivery services look here to stay. They will never replace[110] home cooking[111] or dining out altogether, but they are carving[112] a substantial[113] space through a hybrid model that responds to the demands of modern living. Just remember to watch your step as you wander out[114] of your doorway[115] half-asleep in the morning.

NICE TO
FIT you
NTFY.PL
you

[109] **to respond** tə rɪsˈpɒnd **odpowiadać, reagować**

[110] **to replace sth** tə rɪˈpleɪs ˈsʌmθɪŋ **zastępować coś**

[111] **home cooking** həʊm ˈkʊkɪŋ **domowa kuchnia**

[112] **to carve sth** tə kɑːv ˈsʌmθɪŋ **wykrawać, wycinać coś, *tu:* tworzyć coś**

[113] **substantial** səbˈstænʃəl **pokaźny**

[114] **to wander out** tə ˈwɒndər aʊt **wychodzić**

[115] **doorway** ˈdɔːweɪ **drzwi**

Digital Governance[1]

Digitisation offers improved[2] efficiency[3], speed and economy, but will we pay too high a price in civil liberty and human control?

Governments have always delegated[4] tasks, from tax collection[5] to road maintenance[6], to specialist agencies. The last two decades, however, have seen a different kind of outsourcing: moving public duties to software and algorithms. Digital governance changes not just how governments deliver services, but how decisions are made, and who, if anyone, is accountable[7].

Digital tools include[8] online portals for permits[9] and benefits, national digital identity systems[10], sensor networks that manage traffic or utilities[11], and algorithmic systems that aid[12], or sometimes replace, human judgments[13].

Tasks Already Handed Over to[14] Technology

Identity and access. National digital-ID systems now authenticate citizens for banking, taxes[15], healthcare[16] and voting registration[17]. Estonia's electronic ID and e-Residency are examples of a country built around a digital identity architecture.

[1] **digital governance** ˈdɪdʒɪtl ˈɡʌvənəns **cyfrowe zarządzanie**

[2] **improved** ɪmˈpruːvd **ulepszony, usprawniony**

[3] **efficiency** ɪˈfɪʃənsɪ **efektywność, wydajność, sprawność**

[4] **to delegate sth** tə ˈdeləɡeɪt sth **delegować coś, przekazywać uprawnienia do czegoś**

[5] **tax collection** tæks kəˈlekʃən **pobór podatków, ściąganie podatków**

[6] **road maintenance** rəʊd ˈmeɪntənəns **utrzymanie dróg, konserwacja dróg**

[7] **accountable** əˈkaʊntəbl **odpowiedzialny (np. za swoje działania)**

[8] **to include sth** tʊ ɪnˈkluːd sth **zawierać, obejmować, włączać coś**

[9] **permit** ˈpɜːmɪt **pozwolenie, zezwolenie**

[10] **national digital identity system** ˈnæʃənl ˈdɪdʒɪtl aɪˈdentɪtɪ ˈsɪstəm **krajowy system cyfrowej tożsamości**

[11] **utilities** juːˈtɪlətɪːz **usługi użyteczności publicznej, media (np. prąd, gaz, woda)**

[12] **to aid sth** tʊ eɪd sth **pomagać czemuś, wspierać coś**

[13] **human judgements** ˈhjuːmən ˈdʒʌdʒmənts **ludzkie osądy, ludzka ocena**

[14] **handed over to sth** ˈhændɪd ˈəʊvə tə sth **przekazany czemuś, oddany w ręce czegoś**

[15] **taxes** ˈtæksɪz **podatki**

[16] **healthcare** ˈhelθkeə **opieka zdrowotna, służba zdrowia**

[17] **voting registration** ˈvəʊtɪŋ ˌredʒɪsˈtreɪʃən **rejestracja wyborców (do głosowania)**

India's Aadhaar programme shows that massive digital identity rollouts[18] can reshape[19] public administration overnight[20]. Introduced in 2009, it assigns[21] every resident a unique 12-digit number linked to fingerprints[22] and iris scans[23], creating the world's largest biometric database. Aadhaar now underpins[24] everything from opening a bank account and receiving pensions to subsidised[25] food distribution, allowing the government to[26] cut duplication[27], reduce fraud[28], and deliver payments directly to beneficiaries' accounts.

Transactional services. Tax filing, business registration, social-security claims[29] and many licensing processes are increasingly[30] automated. Citizens file returns[31] online; governments auto-validate[32] documents and trigger[33] payments. Many of these activities can be done through government portals along with personal healthcare, as is the case in Poland.

Infrastructure management. "Smart city" technologies such as traffic sensors[34], utility meters[35], and waste-collection trackers[36] allow municipal managers to optimise resources in near real time. China has invested heavily in such urban platforms, coupling[37] sensors and big-data processing to run transport, energy and public-safety systems at scale[38].

Compliance[39] and enforcement[40]. Automated checks from benefit eligibility screening to automated tax audits and

A WORD WORTH REMEMBERING

rollout
/'rəʊlaʊt/
wprowadzanie na rynek, wdrożenie, uruchomienie (np. systemu, produktu)

Black-Box System

In e-government, a black-box system refers to an algorithm or digital process whose internal workings are hidden or too complex for users, including[1] officials, to fully understand. The system takes data in and produces decisions or recommendations, but the reasoning behind those outcomes is opaque.

For example, an AI model might approve[2] some welfare applications and reject[3] others without offering a clear explanation of how it weighed the inputs. This lack of[4] transparency makes it difficult to audit decisions, challenge errors, or assign accountability.

[1] **including sb** ɪnˈkluːdɪŋ (sb) **włączając kogoś**

[2] **to approve sth** tʊ əˈpruːv sth **zatwierdzać, akceptować coś**

[3] **to reject sb** tə ˈridʒekt (sb) **odrzucać kogoś**

[4] **lack of sth** læk ɒv sth **brak czegoś**

INFOBOX

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[18] **rollout** ˈrəʊlaʊt **wprowadzanie na rynek, wdrożenie, uruchomienie (np. systemu, produktu)**

[19] **to reshape sth** tə ˈriːˈʃeɪp sth **przekształcać coś, nadawać czemuś nowy kształt**

[20] **overnight** ˈəʊvəˈnaɪt **z dnia na dzień**

[21] **to assign sth** tʊ əˈsaɪn sth **przypisywać coś**

[22] **fingerprints** ˈfɪŋgəprɪnts **odciski palców**

[23] **iris scans** ˈaɪərɪs skænz **skany tęczówki**

[24] **to underpin sth** tʊ ˌʌndəˈpɪn sth **wspierać coś, stanowić podstawę/filar dla czegoś**

[25] **subsidised** ˈsʌbsɪdɪːd **dotowany, subsydiowany**

[26] **to allow sb to do sth** tʊ əˈlaʊ ˈsʌmbədɪ tə duː sth **pozwalać komuś coś zrobić, umożliwiać komuś zrobienie czegoś**

[27] **to cut duplication** tə kʌt ˌdjuːplɪˈkeɪʃən **ograniczyć powielanie (czynności/danych)**

[28] **fraud** frɔːd **oszustwo, wyłudzenie**

[29] **social-security claim** ˈsəʊʃəl sɪˈkjʊərəti kleɪm **wniosek o świadczenie socjalne, roszczenie z ubezpieczenia społecznego**

[30] **increasingly** ɪnˈkriːsɪŋlɪ **coraz bardziej, w coraz większym stopniu**

[31] **to file return** tə faɪl rɪˈtɜːn **złożyć zeznanie (podatkowe), złożyć deklarację**

[32] **to auto-validate sth** tʊ ˈɔː.təʊˈvælɪdeɪt sth **automatycznie zatwierdzać coś, dokonywać automatycznej walidacji czegoś**

[33] **to trigger sth** tə ˈtrɪgə sth **wywoływać, uruchamiać, inicjować coś**

[34] **traffic sensor** ˈtræfɪk ˈsensə **czujnik ruchu (drogowego)**

[35] **utility meter** juːˈtɪlətɪ ˈmiːtə **licznik mediów (np. prądu, wody, gazu)**

[36] **waste-collection tracker** weɪst kəˈlekʃən ˈtrækə **system śledzenia zbiórki odpadów, urządzenie do śledzenia odbioru śmieci**

[37] **to couple sth** tə ˈkʌpl sth **łączyć, sprzęgać, parować coś**

[38] **to run sth at scale** tə rʌn sth æt skeɪl **uruchamiać coś na dużą skalę, prowadzić coś na masową skalę**

[39] **compliance** kəmˈplaɪəns **zgodność (z przepisami, normami), przestrzeganie (czegoś)**

[40] **enforcement** ɪnˈfɔːsmənt **egzekwowanie (np. przepisów, prawa)**

▶

FILL THE GAP

Complete each sentence with the correct term
from the box. Each collocation is used once only.

a. accountability b. algorithmic bias c. data security
d. digital inclusion e. governance framework f. privacy protection
g. regulatory oversight h. transparency

1. Public agencies need effective ____________________ to monitor how automated tools are deployed.
2. Clear rules and legal structures should form a consistent ____________________ for how AI systems may be used.
3. Governments must ensure strong ____________________ so that AI decisions do not unfairly disadvantage certain groups.
4. Any platform storing citizen information must maintain robust ____________________ to prevent leaks or hacking.
5. Officials must remain answerable for harms caused by flawed AI systems, ensuring proper ____________________.
6. New digital ID systems must guarantee strong ____________________, allowing citizens to control how their information is used.
7. Publishing documentation that explains how an algorithm works increases ____________________ and builds public trust.
8. Policies must promote ____________________ so rural residents, elderly users and low-income groups are not excluded.

BEM TEST

Answers: 1. G, 2. E, 3. B, 4. C, 5. A, 6. F, 7. H, 8. D

fraud detection are reducing routine workloads[41]. But automation also introduces opaque[42] decision logic and brittle failures when the input data is poor.

Analytics and policy support[43]. Large-scale[44] data analysis helps officials spot trends, model policy impacts[45], and prioritise interventions. Even drafting[46] tasks such as routine legal texts or report summaries are now often assisted by generative tools.

> IF THIS PATH IS A CONTINUUM, THE NEXT LOGICAL STEP IS TO HAND OVER THE WHOLE SHEBANG OF E-GOVERNMENT TO AI.

From E-government to AI-government?

Mapping the global leaders in[47] digital governance, a useful point of reference is the United Nations EGovernment Survey 2024. It assesses countries against[48] three criteria:

1. Online Services Index (OSI) – the scope[49] and quality of government online services.
2. Telecommunications Infrastructure Index (TII) – the status of digital/ network infrastructure[50].
3. Human Capital Index (HCI) – education, skills and human-capacity aspects.

Top 10 countries in the 2024 ranking:

1. Denmark
2. Estonia
3. Singapore
4. Republic of Korea
5. Iceland
6. Saudi Arabia
7. United Kingdom
8. Australia
9. Finland
10. Netherlands

China and India, while excelling in scale, do not score highly[51] across all three criteria and therefore do not make the top 10.

---

[41] **workload** wɜːk.ləʊd **obciążenie pracą, nakład pracy**

[42] **opaque** əʊ'peɪk **nieprzejrzysty, mętny**

[43] **policy support** 'pɒləsɪ sə'pɔːt **poparcie dla polityki/strategii**

[44] **large-scale** 'lɑːdʒ'skeɪl **na dużą skalę, wielkoskalowy**

[45] **policy impact** 'pɒləsɪ 'ɪmpækt **wpływ polityki, skutek polityki (danej strategii)**

[46] **to draft sth** tə drɑːft sth **opracować coś, sporządzać projekt czegoś**

[47] **to map sb in sth** tə mæp (sb) ɪn sth **przyporządkować kogoś do czegoś, umieścić kogoś w jakimś schemacie/systemie**

[48] **to assess sth against sth** tʊ ə'ses sth ə'genst sth **oceniać coś pod kątem czegoś, porównywać/analizować coś względem czegoś**

[49] **scope** skəʊp **zakres, pole działania, zasięg**

[50] **digital/network infrastructure** 'dɪdʒ.ɪ.təl'net.wɜːk 'ɪn.frə,strʌk.tʃə **infrastruktura cyfrowa/sieciowa**

[51] **to score highly** tə skɔː 'haɪlɪ **osiągać wysokie wyniki, być wysoko ocenianym**

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A Natural Evolution?

If this path is a continuum[52], the next logical step is to hand over the whole shebang[53] of e-government to[54] AI, but is that even possible, and perhaps more importantly, desirable[55]?

Technically, we are well on the way. AI systems are already moving up the decision-making ladder. For example, allocating student grants[56] based on predictive[57] models of success, prioritising applicants for social housing[58] according to[59] need and risk scores, recommending which infrastructure projects should receive limited municipal funding[60], or simulating budget outcomes[61] to inform citywide[62] spending plans. In some pilot programmes, algorithms even propose how to distribute welfare funds[63] or emergency aid, leaving human officials to validate or adjust[64] the machine's recommendations.

Politically, though[65], there is much less appetite, at least in democratic systems and among international institutions, for ceding[66] final, discretionary decisions that materially affect rights or freedoms to machines. Apart from[67] anything, it is not generally a great vote-winner[68], although the current UK government has sought to[69] link a proposed introduction of digital ID to reducing illegal immigration.

Putting the issue of public support aside[70], the crux of the matter[71] comes down to[72] a well-known statement, cited in IBM training material from 1979 and often quoted today:

[52] **continuum** kənˈtɪnjuəm **kontinuum, ciągłość, nieprzerwany ciąg**

[53] **to hand sth over to sth** tə hænd sth ˈəʊvə tə sth **przekazywać coś czemuś, oddawać coś w ręce czegoś**

[54] **the whole shebang** ðə həʊl ʃɪˈbæŋ **cała reszta, wszystko, cały komplet**

[55] **desirable** dɪˈzaɪərəbl **pożądany**

[56] **student grants** ˈstjuːdənt grɑːnts **stypendia studenckie**

[57] **predictive** prɪˈdɪktɪv **prognostyczny, przewidujący**

[58] **social housing** ˈsəʊʃəl ˈhaʊzɪŋ **mieszkalnictwo socjalne, mieszkania komunalne**

[59] **according to sth** əˈkɔːdɪŋ tʊ sth **według czegoś, zgodnie z czymś**

[60] **municipal funding** mjuːˈnɪsɪpəl ˈfʌndɪŋ **finansowanie miejskie, fundusze komunalne**

[61] **budget outcomes** ˈbʌdʒɪt ˈaʊtkʌmz **wyniki budżetowe**

[62] **citywide** sɪtiˈwaɪd **ogólnomiejski, w całym mieście**

[63] **welfare funds** ˈwelfeə fʌndz **fundusze socjalne, fundusze pomocy społecznej**

[64] **to adjust sth** tʊ əˈdʒʌst sth **dostosować coś**

[65] **though** ðəʊ **chociaż, jednak, aczkolwiek**

[66] **ceding** ˈsiːdɪŋ **ustępowanie, cedowanie, zrzekanie się**

[67] **apart from sth** əˈpɑːt frɒm sth **oprócz czegoś, poza czymś**

[68] **vote-winner** vəʊt ˈwɪnə **kwestia/hasło przynoszące głosy, magnes na wyborców**

[69] **to seek to do sth** tə siːk tə duː sth **dążyć do zrobienia czegoś, starać się coś zrobić**

[70] **to put sth aside** tə pʊt sth əˈsaɪd **odkładać coś na bok, pomijać coś**

[71] **crux of the matter** krʌks ɒv ðə ˈmætə **sedno sprawy, istota problemu**

[72] **to come down to sth** tə kʌm daʊn tʊ sth **sprowadzać się do czegoś**

▶

Big Brother

The term Big Brother originates from George Orwell's 1949 novel Nineteen Eighty-Four, where it represents an all-seeing, authoritarian state that constantly monitors its citizens through telescreens and propaganda. The slogan *"Big Brother is watching you"* became a symbol of government surveillance and loss of privacy.

INFOBOX

"A computer can never be held accountable[73]*; therefore, a computer must never make a management decision."*

The maxim lives on because it states the core tension: machines may be excellent at processing[74] data and selecting optimal choices, but they cannot accept moral or legal responsibility in the way a human official has to.

Future Risks

It seems a no-brainer that[75] we would not place our future in the hands of a computer to decide, but it is a slippery slope[76] where changes are often incremental[77] and almost unnoticeable[78]. What if the autonomous decision-making role of AI were to become greater still?

Handing decisions to algorithms introduces a hornet's nest[79] of risks that governments, businesses and individuals would have to grapple with[80]:

- The accountability gap[81]. If an automated system denies[82] benefits or triggers enforcement, who answers for an error?
- Bias[83] and exclusion. AI models trained on historical data could reproduce past discrimination, entrenching[84] inequality. When those models are used in hiring, policing, welfare[85] or credit, the social consequences are significant.
- Transparency and legitimacy[86]. Black-box systems (See Fact Box) corrode public trust. Citizens demand understandable rationales[87] when decisions affect[88] their lives; opaque models make that hard.
- Security and privacy. Centralised identity databases and sensor networks are attractive targets for theft and abuse[89]. Data breaches[90] in health or ID systems can have catastrophic personal consequences. In the age of cyberwar and ransomware[91], this is a genuine[92] current danger.
- Systemic fragility[93]. Automation scales errors as well as efficiencies. A flawed[94] ruling applied across millions of transactions can create widespread[95] harm before humans notice.

Mitigating[96] the Dangers – A Pragmatic Path Forward

A number of safety valves[97] are being explored and are likely to include all or many of the following mechanisms:

- Human-in-the-loop[98] (HITL). Reserve final discretion for humans, while letting AI handle triage[99], summarisation and low-risk automation.

[73] **to be held accountable for sth** tə biː held əˈkaʊntəbl fə sth **być pociągniętym do odpowiedzialności za coś, być rozliczanym z czegoś**

[74] **to process sth** tə ˈprəʊses sth **przetwarzać coś**

[75] **it seems a no-brainer that** ɪt siːmz ə ˌnəʊˈbreɪ.nə ðæt **wydaje się oczywiste, że**

[76] **slippery slope** ˈslɪpərɪ sləʊp **równia pochyła (niebezpieczna tendencja)**

[77] **incremental** ˌɪŋkrəˈmentəl **stopniowy, przyrostowy**

[78] **unnoticeable** ˌʌnˈnəʊtɪsəbəl **niezauważalny, niepostrzegalny**

[79] **hornet's nest** ˈhɔːnɪts nest **gniazdo szerszeni (problematyczna/drażliwa sprawa, której lepiej nie ruszać)**

[80] **to grapple with sth** tə ˈgræpl wɪð sth **zmagać się z czymś, borykać się z czymś**

[81] **accountability gap** əˌkaʊntəˈbɪlətɪ gæp **luka w odpowiedzialności, brak odpowiedzialności (np. za błędy systemowe)**

[82] **to deny sth** tə dɪˈnaɪ sth **odmawiać czegoś**

[83] **bias** ˈbaɪəs **uprzedzenie, stronniczość**

[84] **to entrench sth** tʊ ɪnˈtrentʃ sth **umacniać coś, utrwalać coś**

[85] **welfare** ˈwelfeə ***tu:* opieka społeczna, świadczenia socjalne**

[86] **legitimacy** lɪˈdʒɪtɪməsɪ **prawomocność, zasadność**

[87] **rationales** ˌræʃəˈnɑːlz **logiczne podstawy**

[88] **to affect sth** tʊ əˈfekt sth **wpływać na coś,**

[89] **abuse** əˈbjuːs **nadużycie, wykorzystywanie**

[90] **data breaches** ˈdeɪtə ˈbriːtʃɪz **wycieki danych, naruszenia bezpieczeństwa danych**

[91] **ransomware** ˈrænsəmweə **oprogramowanie wymuszające okup**

[92] **genuine** ˈdʒenjʊɪn **autentyczny, prawdziwy, rzeczywisty**

[93] **fragility** frəˈdʒɪlətɪ **kruchość**

[94] **flawed** flɔːd **wadliwy, błędny, z defektami**

[95] **widespread** ˈwaɪdspred **szeroko rozpowszechniony**

[96] **to mitigate sth** tə ˈmɪtɪgeɪt sth **łagodzić coś**

[97] **safety valves** ˈseɪftɪ vælvz **zabezpieczenia, *dosł.* zawory bezpieczeństwa**

[98] **human-in-the-loop** ˈhjuː.mən ɪn ðə luːp ***dosł.* człowiek w pętli (koncepcja, w której człowiek jest częścią procesu decyzyjnego/kontrolnego w systemie automatycznym)**

[99] **triage** ˈtriː.ɑːʒ **triaż, sortowanie, kwalifikacja (np. wniosków, spraw)**

- Auditability[100] and explainability[101]. Mandate logging[102], model documentation and explainable outputs[103] so decisions can be reviewed and appealed.
- Risk-based deployment[104]. Use stronger governance for higher-stakes[105] applications (criminal justice, welfare eligibility[106]) and lighter touch for low-risk automation.
- Open standards and interoperability[107]. Avoid vendor lock-in[108] and create transparent procurement standards so public systems can be inspected and improved.
- Legal and institutional accountability[109]. Laws and organisational roles must make clear who is responsible when an algorithm harms a citizen, the vendor, the civil servant, or the political officeholder.

Is Digital Governance the Road to Utopia or Dystopia?

Some countries have shown that thoughtful, well-managed citizen-centric design can benefit society without jeopardising[110] individual freedom or the quality of decision-making. At the other end of the spectrum, China demonstrates the power of massive scale combined with a controlling purpose to use interconnecting technologies such as surveillance cameras[111], digital identities and phone tracking to become a real-life modern-day Big Brother. *(see Fact Box).*

Fast-forward[112] 50 years. What will this conversation look like? Will we laugh at our paranoia as we relax in our smart-city apartments while driverless roadsweepers, managed by a digital city council, clean the streets? Or, will the internet be banned under the censorship of 24/7 surveillance, our every move tracked and recorded, accumulating or losing points on a digital scorecard that determines our access to housing, jobs and even our ability to travel? Appealing a decision to[113] a computer would be futile[114].

Your guess on which scenario is more likely will depend on whether you are a techno-optimist or a pessimist, but either way, right now, society stands at a significant fork in the road[115].

> IT IS A SLIPPERY SLOPE WHERE CHANGES ARE OFTEN INCREMENTAL AND ALMOST UNNOTICEABLE.

---

[100] **auditability** 'ɔː.dɪtə'bɪləti **możliwość audytu/kontrolowania**

[101] **explainability** ɪk'spleɪnə'bɪləti **wyjaśnialność, możliwość wyjaśnienia (np. działania algorytmu)**

[102] **to mandate logging** tə 'mændeɪt 'lɒgɪŋ **nakazać rejestrację/logowanie**

[103] **explainable outputs** ɪks'pleɪnəbl 'aʊtpʊts **możliwe do wytłumaczenia wyniki**

[104] **risk-biased deployment** rɪsk'baɪ.əst dɪ'plɔɪmənt **wdrożenie ukierunkowane na ryzyko, wdrożenie oparte na ryzyku**

[105] **higher-stakes** 'haɪ.əsteɪks **większej wagi, o większą stawkę**

[106] **welfare eligibility** 'welfeər ˌelɪdʒə'bɪlətɪ **prawo do świadczeń socjalnych, uprawnienie do opieki społecznej**

[107] **interoperability** ˌɪntərɒpərə'bɪləti **interoperacyjność, zdolność (np. systemów) do współdziałania**

[108] **vendor lock-in** 'vendɔː lɒk ɪn **zależność od konkretnego dostawcy**

[109] **accountability** əˌkaʊntə'bɪlətɪ **odpowiedzialność (za swoje działania, rozliczalność)**

[110] **to jeopardise sth** tʊ 'dʒepədaɪz sth **narażać coś na szwank, zagrażać czemuś**

[111] **surveillance camera** sɜː'veɪləns 'kæmərə **kamera monitorująca, kamera nadzoru**

[112] **fast-forward X** fɑːst'fɔːwəd eks **przenieśmy się do X czasu**

[113] **to appeal sth to sth** tʊ ə'piːl sth tʊ sth **odwołać się od czegoś do czegoś**

[114] **futile** 'fjuːtaɪl **daremny, bezcelowy**

[115] **to stand at a significant fork in the road** tə stænd æt ə sɪg'nɪfɪkənt fɔːk ɪn ðə rəʊd **stać na znaczącym rozdrożu**

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MBA[1] – A Ticket to Advancement[2]?

by Paul Martin from
www.go-native.pl

For ambitious professionals, three letters seem to promise a faster route[3] to the top: MBA. The Master of Business Administration is marketed as a career accelerator[4], a passport to higher salaries[5], and a way to join an international business elite. But how much of that is true, especially in the Polish context? **Paul Martin** finds out[6].

[1] **MBA = Master of Business Administration** ˌem biː ˈeɪ = ˈmɑːstər ɒv ˈbɪznɪs ədˌmɪnɪsˈtreɪʃən **studia podyplomowe z zarządzania**

[2] **advancement** ədˈvɑːnsmənt **rozwój**

[3] **route** ruːt **droga**

[4] **accelerator** əkˈseləreɪtə **przyspieszacz**

[5] **salary** ˈsæləri **pensja**

[6] **to find out** tə faɪnd aʊt **dowiadywać się**

A WORD WORTH REMEMBERING

differentiator
/ˌdɪfəˈrɛnʃieɪtə/
wyróżnik

FOR MANY PROFESSIONALS, AN MBA SERVES AS A BRIDGE FROM EXPERT TO MANAGER.

Three Letters, Big Expectations[7]

At its core[8], an MBA is a postgraduate degree[9] that teaches broad business management skills[10]. Instead of specialising in just one field, students move across finance, accounting[11], marketing, operations[12], strategy and leadership[13].

Classes are usually practical and case study[14] driven. You analyse real companies, work in project teams, and apply[15] theory to business problems. Many programmes add consulting projects, internships[16] or a final "capstone[17]" project where you help a real organisation.

For many professionals, especially engineers, IT specialists, lawyers or doctors, an MBA serves as a bridge from expert to manager. It gives you a structured[18] way to understand balance sheets[19], strategy slides[20] and people management, not just the technical side of your work. One Polish engineer-turned-executive[21] described[22] it as a way to "put structure" on all the practical and intuitive knowledge[23] he had picked up[24] on the job.

7	**big expectations**	bɪg ˌekspekˈteɪʃənz	**wielkie oczekiwania**
8	**at its core**	æt ɪts kɔː	**w swej istocie**
9	**postgraduate degree**	ˈpəʊstˈgrædjʊət dɪˈgriː	**studia podyplomowe**
10	**management skills**	ˈmænɪdʒmənt skɪlz	**umiejętności zarządzania**
11	**accounting**	əˈkaʊntɪŋ	**księgowość, rachunkowość**
12	**operations**	ˌɒpəˈreɪʃənz	***tu:* prowadzenie działalności**
13	**leadership**	ˈliːdəʃɪp	**przywództwo, kierownictwo**
14	**case study**	ˈkeɪs stʌdi	**studium przypadku**
15	**to apply**	tʊ əˈplaɪ	**stosować**
16	**internship**	ˈɪntɜːnʃɪp	**staż, praktyka**
17	**capstone**	ˈkæpstəʊn	**ukoronowanie, zwieńczenie**
18	**structured**	ˈstrʌktʃəd	**ustrukturyzowany**
19	**balance sheet**	ˈbæləns ʃiːt	**zestawienie bilansowe**
20	**strategy slide**	ˈstrætədʒɪ slaɪd	**slajd strategiczny (element prezentacji/raportu przedstawiający strategię biznesową)**
21	**engineer-turned-executive**	ˌendʒɪˈnɪə tɜːnd ɪgˈzekjʊtɪv	**inżynier, który został dyrektorem**
22	**to describe sth**	tə dɪsˈkraɪbˈsʌmθɪŋ	**opisywać coś**
23	**knowledge**	ˈnɒlɪdʒ	**wiedza, znajomość rzeczy**
24	**to pick up sth**	tə pɪk ʌp ˈsʌmθɪŋ	**nauczyć się czegoś**

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▶

The financial argument is hard to ignore, too. In Poland, the potential for salary jumps remains significant[25], often cited in the 30–50 percent range[26]. However, this high end[27] is typically realised only when a graduate[28] strategically switches[29] employers, leveraging[30] the degree for a major external move[31]. Promotions secured within the same organisation often result in a lower adjustment[32], generally capped[33] around 20 percent.

How Employers in Poland See the MBA

In the 1990s and early 2000s, having MBA on your CV in Poland was a shiny[34], almost exotic badge[35]. For many recruiters, any MBA was impressive. Today, the market has matured[36], and most senior recruiters will tell you that not all MBAs are equal[37]. The key questions they ask are: *Which school? Which programme? Is it accredited[38] and recognised[39]?*

A generic[40], unknown[41] programme may add little to your profile. A respected Polish MBA from a well-known business school, or a diploma from a top international institution like INSEAD, LBS, Harvard or Chicago Booth, is a very different story. In those cases, an MBA is often seen as a clear asset[42] and sometimes almost a “must have[43]” for upper management roles.

In some sectors, especially consulting and large corporations, the absence[44] of any MBA at senior level can even trigger[45] the question “Why not?”. At the same time, employers are more critical than before. They look beyond the three letters to the skills, mindset[46] and experience[47] you can demonstrate.

Study at Home?

In Poland, there is a wide choice of domestic[48] programmes. One of the most reliable[49] quality checks[50] is to look for international accreditation. Three main organisations set the benchmark[51] here: AMBA (the Association of MBAs), AACSB (the Association to Advance Collegiate Schools of Business) and EQUIS (the EFMD Quality Improvement System).

Some universities manage to secure all three of these accreditations – the so-called[52] “triple crown[53]”, a distinction[54] achieved by only about one percent of business schools worldwide[55]. In Poland, institutions such as Kozminski University (for its Executive MBA) and SGH Warsaw School of Economics have reached[56] this level, signalling that their programmes meet demanding international standards.

Polish rankings are another useful guide[57]. The Perspektywy MBA ranking regularly highlights[58] leading domestic programmes, including[59] Executive MBAs at Kozminski and SGH Warsaw School of Economics, as well as partnerships[60] such as the Poznań–Atlanta programme. These rankings are not perfect, but they do indicate[61] which schools have established reputations[62] and strong alumni[63] outcomes[64].

Formats

Polish MBAs are offered in several formats to match[65] different career stages[66] and lifestyles.

Full-time MBAs typically last one to two years and are aimed at younger professionals who are ready to take a career break[67] or change sector. Part-time[68] MBAs usually run over two to three years, with classes in the evenings or at weekends, allowing participants[69] to keep working and apply what they learn directly in their jobs. Executive MBAs are designed specifically for corporate executives[70] and senior managers already established in the workforce[71]. Delivered in modules or intensive long weekends, these programmes

[25] **significant** sɪɡˈnɪfɪkənt **znaczący**
[26] **range** reɪndʒ **zakres, przedział**
[27] **high end** haɪ end **górna półka**
[28] **graduate** ˈɡrædjʊət **absolwent**
[29] **to switch sb** tə swɪtʃ ˈsʌmbədi **zmieniać kogoś**
[30] **to leverage sth** tə ˈliːvərɪdʒ ˈsʌmθɪŋ **wykorzystywać coś jak najefektywniej**
[31] **external move** eksˈtɜːnl muːv **zewnętrzny ruch/zmiana**
[32] **adjustment** əˈdʒʌstmənt **zmiana**
[33] **capped** ˈkæpt **ograniczony**
[34] **shiny** ˈʃaɪnɪ **lśniący**
[35] **badge** bædʒ **odznaka**
[36] **to mature** tə məˈtjʊə **dojrzeć**
[37] **equal** ˈiːkwəl **równy, jednakowy**
[38] **accredited** əˈkredɪtɪd **akredytowany**
[39] **recognised** ˈrekəɡnaɪzd **uznany**
[40] **generic** dʒɪˈnerɪk **ogólny, generyczny, pospolity**
[41] **unknown** ˈʌnˈnəʊn **nieznany**
[42] **clear asset** klɪər ˈæset **oczywista zaleta**
[43] **must have** mʌst hæv **niezbędny**
[44] **absence** ˈæbsəns ***tu:* brak**
[45] **to trigger sth** tə ˈtrɪɡə ˈsʌmθɪŋ **wywołać coś**
[46] **mindset** ˈmaɪndset **nastawienie, sposób myślenia**
[47] **experience** ɪksˈpɪərɪəns **doświadczenie**
[48] **domestic** dəˈmestɪk **krajowy, rodzimy**
[49] **reliable** rɪˈlaɪəbl **wiarygodny**
[50] **quality check** ˈkwɒlətɪ tʃek **kontrola jakości**
[51] **benchmark** ˈbentʃmɑːk **punkt odniesienia**
[52] **so-called** ˈsəʊˈkɔːld **tak zwany**
[53] **triple crown** ˈtrɪpl kraʊn **potrójna korona**
[54] **distinction** dɪsˈtɪŋkʃən **wyróżnienie**
[55] **worldwide** ˈwɜːldwaɪd **na całym świecie**
[56] **to reach sth** tə riːtʃ ˈsʌmθɪŋ **osiągać coś**
[57] **useful guide** ˈjuːsfʊl ɡaɪd **przydatna wskazówka**
[58] **to highlight sth** tə ˈhaɪlaɪt ˈsʌmθɪŋ **wyróżniać coś**
[59] **including sth** ɪnˈkluːdɪŋ ˈsʌmθɪŋ **włącznie z czymś**
[60] **partnership** ˈpɑːtnəʃɪp **partnerstwo**
[61] **to indicate sth** tʊ ˈɪndɪkeɪt ˈsʌmθɪŋ **wskazywać coś**
[62] **to establish one’s reputation** tʊ ɪsˈtæblɪʃ wʌnz ˌrepjuːˈteɪʃən **wyrobić sobie reputację**
[63] **alumnus** əˈlʌmnəs **absolwent**
[64] **outcome** ˈaʊtkʌm **wynik**
[65] **to match sth** tə mætʃ ˈsʌmθɪŋ **pasować do czegoś**
[66] **career stage** kəˈrɪə steɪdʒ **etap kariery**
[67] **career break** kəˈrɪə breɪk **przerwa w pracy zawodowej**
[68] **part-time** ˈpɑːttaɪm **zaoczny**
[69] **participant** pɑːˈtɪsɪpənt **uczestnik**
[70] **corporate executive** ˈkɔːpərət ɪɡˈzekjʊtɪv **dyrektor wyższego szczebla, kadra kierownicza przedsiębiorstwa, menedżer wykonawczy**
[71] **workforce** ˈwɜːkfɔːs ***tu:* rynek pracy**

Case Studies

"Piotr" is a senior engineer at a large Polish industrial firm. After years of technical success, he feels blocked from the management board because he lacks formal business training. Rather than move abroad, he enrols in[1] a respected Executive MBA in Warsaw, studying at weekends while remaining in his role. The programme gives him a clear framework[2] for finance, strategy and people management, helping him connect his practical experience with modern management tools[3]. Within a few years, he steps into a commercial director[4] role and later joins the board. Both he and his company see the MBA as the bridge that turned a deep specialist into a confident[5] executive – without any international relocation[6].

"Magda", by contrast[7], works in consulting and dreams of operating on a global stage. She chooses an Executive MBA at a top European school with a highly international cohort. In addition to rigorous[8] coursework[9], she gains classmates from dozens[10] of countries and access to a powerful worldwide alumni network. Returning to Poland, she uses this network and the school's global brand[11] to win cross-border[12] projects and advisory work[13] for international investors. Her MBA becomes an international passport, positioning her as a natural link[14] between Polish business and global markets.

[1] **to enrol in X** tʊ ɪn'rəʊl ɪn eks **zapisać się na X**
[2] **clear framework** klɪə 'freɪmwɜːk **jasne ramy**
[3] **management tools** 'mænɪdʒmənt tuːlz **narzędzia, instrumenty do zarządzania**
[4] **commercial director** kə'mɜːʃəl dɪ'rektə **dyrektor handlowy**
[5] **confident** 'kɒnfɪdənt **pewny siebie**
[6] **relocation** ˌriːləʊ'keɪʃn **przeniesienie**
[7] **by contrast** baɪ 'kɒntrɑːst **dla odmiany**
[8] **rigorous** 'rɪgərəs **intensywny, wymagający**
[9] **coursework** 'kɔːswɜːk **zajęcia**
[10] **dozen** 'dʌzn **tuzin, dużo**
[11] **global brand** 'gləʊbəl brænd **globalna marka**
[12] **cross-border** 'krɒs bɔːdə(r) **międzynarodowy**
[13] **advisory work** əd'vaɪzərɪ wɜːk **posada doradcza, praca doradcza**
[14] **link** lɪŋk **połączenie, ogniwo**

INFOBOX

> NOT ALL MBAS ARE EQUAL. THE KEY QUESTIONS ARE: WHICH SCHOOL? WHICH PROGRAMME? IS IT ACCREDITED?

place a strong emphasis on[72] developing advanced leadership potential, emotional intelligence, and skills for strategic value creation[73] and negotiating pivotal[74] deals. You'll also see specialised MBAs (for example in IT management, ESG[75] or healthcare[76]). These can be useful if you know your niche, but make sure the programme still offers a solid general management foundation[77].

[72] **to place emphasis on sth** tə pleɪs 'emfəsɪs ɒn 'sʌmθɪŋ **kłaść nacisk na coś**
[73] **value creation** 'væljuː kriː'eɪʃən **tworzenie wartości (np. biznesowej, ekonomicznej)**
[74] **pivotal** 'pɪvətl **kluczowy**
[75] **ESG = environmental, social and corporate governance** ˌiːes'dʒiː ɪnˌvaɪərən'mentl 'səʊʃəl ənd 'kɔːpərət 'gʌvənəns **ład środowiskowy, społeczny i korporacyjny**
[76] **healthcare** 'helθ keə(r) **opieka medyczna**
[77] **foundation** faʊn'deɪʃən **fundament, podstawa**

▶

> A RECOGNISED FOREIGN MBA SIGNALS THAT YOU'VE PROVED YOURSELF IN A DEMANDING, COMPETITIVE SETTING.

Cost, Funding and Local Networks[78]

Tuition[79] can range significantly. At some public universities, fees[80] for international students may be as low as EUR 2,000 – EUR 9,000 per year, but courses often lack[81] accreditation. In contrast, tuition for the most prestigious, internationally accredited executive programmes, like the Executive MBA at Kozminski University, typically ranges from PLN 85,000 to PLN 100,000 for the entire program duration[82]. Still, even the most expensive Polish MBAs often cost less than just one semester at an elite US school.

To help with fees, Polish schools and foundations offer merit and need-based[83] scholarships[84], and many employers are willing to co-finance Executive MBAs for promising[85] managers. Some consulting firms even send high performers[86] on MBAs as part of their talent strategy[87], paying most or all of the bill in exchange for a commitment[88] to return.

Another major plus is the local alumni network. Graduates of SGH, Kozminski, technical university business schools and other leading programmes now hold key roles across Polish banking, consulting, tech, manufacturing[89] and the public sector. For those planning a long-term[90] career in Poland, this domestic network can be just as powerful as an international one, especially when it comes to local job moves[91], board[92] roles or business partnerships.

Study Abroad[93]: The Global MBA Experience

Every year, a smaller but determined group of Polish professionals head[94] abroad for MBAs in Western Europe, the UK, the US or Canada. The attraction is prestige, global networks and access to the very top tier[95] of business education. While few[96] Polish schools appear[97] in global rankings, programmes such as INSEAD, London Business School, Harvard or Wharton regularly do, drawing[98] world-class faculty[99] and highly selective[100] cohorts[101].

Studying in this environment[102] means learning alongside classmates[103] from many countries, being taught by leading researchers[104], and joining an alumni network spread across major business hubs[105]. For Poles aiming at international consulting, global finance or senior roles in multinationals[106], a recognised foreign[107] MBA can be a powerful differentiator[108] both abroad and back in Poland, signalling that you have proved yourself[109] in a demanding[110], competitive setting[111].

[78] **network** ˈnetwɜːk **sieć**
[79] **tuition** tjuːˈɪʃən **czesne**
[80] **fee** fiː **opłata**
[81] **to lack sth** tə læk ˈsʌmθɪŋ **nie mieć czegoś**
[82] **duration** djʊəˈreɪʃən **czas trwania**
[83] **need-based** niːd beɪst **socjalny**
[84] **merit scholarship** ˈmerɪt ˈskɒləʃɪp **stypendium naukowe**
[85] **promising** ˈprɒmɪsɪŋ **obiecujący**
[86] **high performer** haɪ pəˈfɔːmə **osoba osiągająca bardzo dobre wyniki w pracy**
[87] **talent strategy** ˈtælənt ˈstrætədʒɪ **strategia zarządzania talentami (plan dotyczący pozyskiwania, rozwoju i zatrzymywania kluczowych pracowników)**
[88] **commitment** kəˈmɪtmənt **zobowiązanie**
[89] **manufacturing** ˌmænjʊˈfæktʃərɪŋ **produkcja przemysłowa**
[90] **long-term** ˈlɒŋtɜːm **długi**
[91] **job move** dʒɒb muːv **zmiana pracy**
[92] **board** bɔːd **zarząd**
[93] **abroad** əˈbrɔːd **za granicą**
[94] **to head** tə hed **kierować się**
[95] **top tier** tɒp ˈtɪə **najwyższy szczebel**
[96] **few** fjuː **niewiele**
[97] **to appear** tʊ əˈpɪə **pojawiać się**
[98] **to draw sb/sth** tə drɔːˈsʌmbədɪ ˈsʌmθɪŋ **przyciągać kogoś/coś**
[99] **faculty** ˈfækəltɪ **kadra akademicka**
[100] **selective** sɪˈlektɪv **wymagający**
[101] **cohorts** ˈkəʊhɔːts ***tu:*** **grupy studentów**
[102] **environment** ɪnˈvaɪərənmənt **otoczenie, środowisko**
[103] **classmate** ˈklɑːsmeɪt **kolega z roku**
[104] **researcher** rɪˈsɜːtʃə **badacz**
[105] **business hubs** ˈbɪznɪs hʌbz **centra biznesowe**
[106] **multinational** ˈmʌltɪˈnæʃənl **międzynarodowa korporacja**
[107] **foreign** ˈfɒrɪn **zagraniczny**
[108] **differentiator** ˌdɪfəˈrɛnʃieɪtə **wyróżnik**
[109] **to prove oneself** tə pruːv wʌnˈself **sprawdzić się**
[110] **demanding** dɪˈmɑːndɪŋ **wymagający**
[111] **competitive setting** kəmˈpetɪtɪv ˈsetɪŋ **konkurencyjne środowisko**

The route is not easy. Top schools expect strong GMAT[112] or GRE[113] scores, proof of English[114], several years of meaningful[115] work experience and persuasive[116] essays and recommendations. You must also handle[117] visas, relocation and very high costs: tuition can run into tens of thousands of euros or dollars, plus living expenses[118]. Scholarships and grants help, and higher post-MBA salaries often make loans[119] manageable[120], but the financial commitment still requires[121] careful planning.

After graduation, Polish alumni abroad either stay on to build international experience or return home and use their new skills in the Polish or regional market. Those who come back often move faster into senior roles; those who stay abroad may build long-term global careers. In both cases, a good international MBA offers flexibility[122] and a network that travels with you.

Planning Your Own MBA Journey

Whether you study in Warsaw or at a campus across the ocean, success with an MBA starts long before the first class. Most reputable[123] programmes expect at least a few years of work experience, and the degree is most powerful when you already have some concrete[124] achievements[125], a bit of responsibility[126] for people or budgets, and a clear reason[127] for doing it – a promotion, a career change, starting your own business or moving into a more international role. If those pieces are in place[128], the MBA becomes a logical next step rather than an expensive experiment.

Once you are in, the real value comes from how you use the experience. Networking[129], career services, projects and student activities can be as important as exams, especially if you push yourself beyond your comfort zone[130] and think carefully about how to apply what you learn back in Poland or abroad. In the end, you do not simply “get” value from an MBA – you create it through how actively and thoughtfully[131] you engage with[132] the journey.

---

[112] **GMAT = Graduate Management Admission Test** ˈdʒiːmæt ˈgrædjʊət ˈmænɪdʒmənt ədˈmɪʃən test **standaryzowany komputerowy test adaptacyjny**

[113] **GRE = Graduate Record Examinations** ˌdʒiː ɑːr ˈiː ˈgrædjʊət ˈrekɔːd ɪgˌzæmɪˈneɪʃənz **wymagany na wielu kierunkach test dla kandydata na studia drugiego stopnia w USA**

[114] **proof of English** pruːf ɒv ˈɪŋglɪʃ **certyfikat językowy**

[115] **meaningful** ˈmiːnɪŋfʊl **znaczący**

[116] **persuasive** pəˈsweɪsɪv **przekonujący**

[117] **to handle sth** tə ˈhændl ˈsʌmθɪŋ **poradzić sobie z czymś**

[118] **living expenses** ˈlɪvɪŋ ɪksˈpensɪz **wydatki na życie**

[119] **loan** ləʊn **pożyczka, kredyt**

[120] **manageable** ˈmænɪdʒəbl **możliwy do opanowania, do udźwignięcia, znośny**

[121] **to require sth** tə rɪˈkwaɪə ˈsʌmθɪŋ **wymagać czegoś**

[122] **flexibility** ˌfleksəˈbɪləti **elastyczność, umiejętność dostosowania się do danej sytuacji**

[123] **reputable** ˈrepjʊtəbl **renomowany**

[124] **concrete** ˈkɒnkriːt **konkretny**

[125] **achievement** əˈtʃiːvmənt **osiągnięcie**

[126] **responsibility** rɪsˌpɒnsəˈbɪlətɪ **odpowiedzialność**

[127] **clear reason** klɪə ˈriːzn **wyraźny powód**

[128] **pieces are in place** ˈpiːsɪz ər ɪn pleɪs **wszystko jest na swoim miejscu**

[129] **networking** ˈnetwɜːkɪŋ **budowanie sieci kontaktów**

[130] **comfort zone** ˈkʌmfət zəʊn **strefa komfortu**

[131] **thoughtfully** ˈθɔːtfʊli **roztropnie**

[132] **to engage with sth** tʊ ɪnˈgeɪdʒ wɪð ˈsʌmθɪŋ **zaangażować się w coś**

Blaise Metreweli: Britain’s New Female Spymaster[1]

The Old School Tie

The old school tie refers both to an actual necktie[1] and to the informal[2] network linking former pupils[3] of Britain’s elite schools, such as Eton, Harrow and Winchester. Worn as a sign of shared background, the tie also symbolises the social connections that can open doors to prestigious careers in politics, the civil service[4], diplomacy and the intelligence services. It represents both a visible badge of privilege[5] and the enduring[6] influence of Britain’s old educational and class system[7].

[1] **necktie** ˈnektaɪ **krawat**

[2] **informal** ɪnˈfɔːməl **nieformalny**

[3] **pupil** ˈpjuːpəl **uczeń**

[4] **civil service** ˈsɪvəl ˈsɜːvɪs **administracja państwowa, służba cywilna**

[5] **badge of privilege** bædʒ ɒv ˈprɪvɪlɪdʒ **oznaka przywileju, symbol uprzywilejowania, atrybut pozycji**

[6] **enduring** ɪnˈdjʊərɪŋ **trwały, nieprzemijający**

[7] **class system** klɑːs ˈsɪstəm **system klasowy**

INFOBOX

Until recently, apart from[2] the fictitious[3] ‘M’ in Bond movies, MI6 had never had a female chief. Meet the new boss, who is definitely[4] not the same as the old boss.

When the glamorously[5] named Blaise Metreweli walked into the HQ[6] of MI6 at the iconic SIS Building at Vauxhall Cross, to take over[7] as its chief, she became the first woman ever to hold that position. The news, when it broke[8] in mid-2025, travelled fast. Unlike[9] the fictional “M” made famous by Judi Dench in the Bond films, her real title is “C” – the code name used by MI6 chiefs since the First World War.

Blaise Florence Metreweli was born in 1977 and grew up in Britain and Hong Kong on account of[10] her father’s work as a radiologist. This cosmopolitan upbringing[11] helped shape her lifelong[12] ease[13] in international environments. Educated first at the elite Cheltenham Ladies’ College and later at Westminster School, she was a bright and athletic student, eventually[14] going on to read[15] Social Anthropology at Pembroke College, Cambridge. While figures are elusive[16], perhaps necessarily, research shows that among Britain’s

[1] **spymaster** ˈspaɪmɑːstə(r) **szef organizacji szpiegowskiej**

[2] **apart from sth** əˈpɑːt frɒm ˈsʌmθɪŋ **oprócz czegoś**

[3] **fictitious** fɪkˈtɪʃəs **fikcyjny**

[4] **definitely** ˈdefɪnətli **zdecydowanie**

[5] **glamorously** ˈglæmərəsli **czarująco**

[6] **HQ = headquarters** eɪtʃ ˈkjuː ˈhedˈkwɔːtəz **siedziba**

[7] **to take over** tə teɪk ˈəʊvə ***tu:* przejąć (obowiązki)**

[8] **to break** tə breɪk ***tu:* zostać ogłoszonym, ujawnionym**

[9] **unlike X** ˈʌnˈlaɪk eks **inaczej niż X**

[10] **on account of sth** ɒn əˈkaʊnt ɒv ˈsʌmθɪŋ **z powodu czegoś**

[11] **upbringing** ˈʌpˌbrɪŋɪŋ **wychowanie**

[12] **lifelong** ˈlaɪflɒŋ ***tu:* na całe życie**

[13] **ease** iːz ***tu:* łatwość przebywania, obracania się (np. w jakimś środowisku)**

[14] **eventually** ɪˈventʃəlɪ **w końcu, ostatecznie**

[15] **to read** tə riːd ***tu:* studiować, podjąć studia**

[16] **elusive** ɪˈluːsɪv ***tu:* trudny do zdefiniowania**

[17] **government** ˈgʌvənmənt **rządowy**

UNDER HER CODENAME 'ADA,' SHE WORKED IN IRAN AND THE MENA REGION.

Blaise Metreweli

POBIERZ NAGRANIA MP3
KOD DOSTĘPU: jpy
LUB ODSŁUCHAJ NA STRONIE business-english.com.pl
POBIERZ CZYTNIK KODÓW: COLORFULMEDIA.PL/CZYTNIK

OGLĄDAJ VIDEO
business-english.com.pl

A WORD WORTH REMEMBERING

tinged with sth
/tɪndʒd wɪð 'sʌmθɪŋ/
zabarwiony czymś

▶

MI5, MI6

MI5 and MI6 were both founded in 1909 as parts of Britain's early Secret Service Bureau. MI5 handles[1] domestic security[2] and counterespionage[3] within the UK, while MI6 (the Secret Intelligence Service) gathers[4] intelligence overseas[5]. Both report to the Foreign, Commonwealth and Development Office[6] for coordination but serve distinct[7] purposes.

[1] **to handle sth** tə 'hændl 'sʌmθɪŋ **zajmować się czymś**

[2] **domestic security** də'mestɪk sɪ'kjʊərətɪ **bezpieczeństwo wewnętrzne**

[3] **counterespionage** 'kaʊntər,espɪə'nɑːʒ **kontrwywiad**

[4] **to gather sth** tə 'gæðə 'sʌmθɪŋ **zbierać, gromadzić coś**

[5] **overseas** 'əʊvə'siːz **za granicą**

[6] **Foreign, Commonwealth and Development Office** 'fɒrɪn 'kɒmənwelθ ænd dɪ'veləpmənt 'ɒfɪs **Biuro Spraw Zagranicznych, Wspólnoty Narodów i Rozwoju**

[7] **distinct** dɪs'tɪŋkt **różny**

INFOBOX

senior government[17] and diplomatic leadership[18], around half have attended[19] Oxford or Cambridge, so on paper at least, she has the right credentials[20].

While at Cambridge, she rowed[21] competitively – a physically and mentally demanding[22] pursuit[23] that helped develop qualities for the challenging roles that would follow. Former[24] peers[25] recall[26] her being fiercely[27] focused but calm under pressure[28], a trait[29] that later became the hallmark[30] of her professional life. After graduating in 1998, she joined the intelligence service[31] the following year, one of only a small number of women entering MI6 at that time.

Rising Through the Ranks[32]

Ms Metreweli worked in the Middle East[33], where her fluent[34] command[35] of Arabic proved[36] invaluable[37]. Specific assignment[38] details are classified[39], but it is thought that, under her code name[40] 'Ada,' she worked in Iran and the wider Middle East and North Africa (MENA) region. She worked on counterterrorism and political analysis during years of intense regional upheaval[41], a period that gave her first-hand experience[42] of diplomacy, risk assessment[43] and operating in the unpredictable environment[44] of fieldwork[45]. In an interview with the Financial Times in 2021, before her appointment[46] as C, she commented on espionage[47] that "*there are no rules of etiquette. Ironically, it becomes something like a neutral zone.*" She added that she felt women were well-suited[48] to managing such fuzzy[49] boundaries[50].

Over the next two decades, she held postings[51] in Europe and the Gulf[52] and worked closely with and within other branches of government[53], including the Foreign Office[54] and MI5. In the latter[55], she was head[56] of Directorate K, which assessed threats[57] from the likes of Russia and China. (See Fact box MI5 and MI6).

In more recent years[58], Ms Metreweli shifted her focus towards technology and innovation within the service. Leading the technology division, she oversaw[59] projects aimed at adapting traditional intelligence gathering[60] to the digital world, where data trails[61], cyberespionage and artificial intelligence[62] now shape the landscape[63] as much as human sources[64] ever did. This blend[65] of traditional field experience[66] and technical understanding made her a stand-out[67] candidate in an era when the lines between human and AI intelligence gathering have become blurred[68].

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[18] **leadership** 'liːdəʃɪp **kierownictwo**

[19] **to attend X** tʊ ə'tend eks **uczęszczać na X, uczestniczyć w X**

[20] **credentials** krɪ'denʃəlz **referencje**

[21] **to row** tə rəʊ **wiosłować**

[22] **demanding** dɪ'mɑːndɪŋ **wymagający**

[23] **pursuit** pə'sjuːt **zajęcie**

[24] **former** 'fɔːmə **dawny, były**

[25] **peer** pɪə **kolega, rówieśnik/koleżanka, rówieśniczka**

[26] **to recall** tə rɪ'kɔːl **przypominać sobie, wspominać**

[27] **fiercely** 'fɪəsli **zacięcie**

[28] **under pressure** 'ʌndə 'preʃə **pod presją**

[29] **trait** treɪt **cecha**

[30] **hallmark** 'hɔːlmɑːk **cecha charakterystyczna, znak rozpoznawczy**

[31] **intelligence service** ɪn'telɪdʒəns 'sɜːvɪs **służby wywiadowcze**

[32] **to rise through the ranks** tə raɪz θruː ðə ræŋks **awansować**

[33] **Middle East** 'mɪdl iːst **Bliski Wschód**

[34] **fluent** 'fluːənt **biegły**

[35] **command of sth** kə'mɑːnd ɒv 'sʌmθɪŋ **znajomość czegoś, posługiwanie się czymś**

[36] **to prove** tə pruːv **okazywać się**

[37] **invaluable** ɪn'væljʊəbl **bezcenny**

[38] **assignment** ə'saɪnmənt **zadanie, misja**

[39] **classified** 'klæsɪfaɪd ***tu:*** **tajny**

[40] **code name** 'kəʊd neɪm **kryptonim**

[41] **upheaval** ʌp'hiːvəl **niepokój**

[42] **first-hand experience** 'fɜːst'hænd ɪks'pɪərɪəns **doświadczenie z pierwszej ręki**

[43] **risk assessment** rɪsk ə'sesmənt **ocena ryzyka**

[44] **unpredictable environment** 'ʌnprɪ'dɪktəbl ɪn'vaɪərənmənt **nieprzewidywalne otoczenie**

[45] **fieldwork** 'fiːldwɜːk **praca w terenie**

[46] **appointment** ə'pɔɪntmənt ***tu:*** **nominacja**

[47] **espionage** ˌespɪə'nɑːʒ **szpiegostwo**

[48] **well-suited** ˌwel'suːtɪd **odpowiedni**

[49] **fuzzy** 'fʌzɪ **rozmyty, niewyraźny**

[50] **boundaries** 'baʊndərɪz **granice**

[51] **posting** 'pəʊstɪŋ **stanowisko**

[52] **the Gulf** ðə gʌlf **Zatoka Perska**

[53] **branch of government** brɑːntʃ ɒv 'gʌvnmənt **ministerstwo, department rządowy**

[54] **Foreign Office** 'fɒrɪn 'ɒfɪs **Ministerstwo Spraw Zagranicznych**

[55] **the latter** ðə 'lætə **ten drugi (z wymienionych)**

[56] **head** hed **szef**

[57] **threat** θret **zagrożenie**

[58] **in more recent years** ɪn mɔː 'riːsnt jɪəz **w ostatnich latach**

[59] **to oversee sth** tʊ 'əʊvə'siː 'sʌmθɪŋ **nadzorować coś**

[60] **intelligence gathering** ɪn'telɪdʒəns 'gæðərɪŋ **gromadzenie danych wywiadowczych**

[61] **data trail** 'deɪtə treɪl **cyfrowy ślad**

[62] **artificial intelligence** ˌɑːtɪ'fɪʃəl ɪn'telɪdʒəns **sztuczna inteligencja**

[63] **to shape the landscape** tə ʃeɪp ðə 'lændskeɪp **kształtować krajobraz**

[64] **source** sɔːs **źródło**

It is believed the appointment as chief boiled down to[69] a two-horse race between her and another woman, Barbara Woodward, former UK Ambassador to China. However, she had apparently blotted her copybook[70] by being too pro-Trump and openly critical of China, so Blaise Metreweli landed the plum job[71].

Given[72] the high-ranking[73] and politically sensitive[74] nature of the position, Blaise and her family could easily be terrorist targets. Consequently, very little is known about her personal life. She has children, still rows recreationally, but avoids publicity[75] of any kind. Not surprisingly, you won't find her posting photos on Facebook or anywhere else, for that matter.

Colleagues say she has a sense of humour[76] and dislikes grandstanding[77]. Her manner, according to one former colleague, *"doesn't fill a room but steadies it."* It's a useful quality in an organisation that values calm over charisma, and poise[78] over pizzazz[79].

Woman in a Man's World

MI6 has always projected a certain image – discreet, masculine[80], and rooted in[81] a culture of self-assured[82] superiority[83]. Traditionally, it has been populated by members[84] of the old school tie[85] (See Fact box) network. Even today, the agency remains heavily male-dominated, especially at the top. Women have long held analytical and operational roles, dating back to[86] the codebreakers[87] of Bletchley Park during the Second World War, where women played a crucial part[88] in cracking[89] the Enigma code. However, such deeds[90] have not translated into commensurate[91] presence[92] in leadership roles.

The SIS Building at Vauxhall Cross houses the headquarters of the Secret Intelligence Service (SIS).

After decades of male dominance, a woman has finally broken through the secret service[93] glass ceiling[94]. But being the first female C also comes with intense scrutiny[95]. Every decision she makes will inevitably[96] be judged, consciously[97] or not, through the lens[98] of gender. She is unlikely to be fazed[99] by this, nor the challenges that lie ahead.

It has become increasingly apparent[100] that the current geopolitical climate is at its most volatile[101] and unpredictable[102] since

AFTER DECADES OF MALE DOMINANCE, A WOMAN HAS FINALLY BROKEN THROUGH THE SECRET SERVICE GLASS CEILING.

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[65] **blend** blend **mieszanka**

[66] **field experience** fiːld ɪksˈpɪərɪəns **doświadczenie terenowe**

[67] **stand-out** ˈstændaʊt **wybitny, wyróżniający się**

[68] **blurred** blɜːd **rozmyty**

[69] **to boil down to sth** tə bɔɪl daʊn tə ˈsʌmθɪŋ **sprowadzać się do czegoś**

[70] **to blot one's copybook** tə blɒt wʌnz ˈkɒpɪbʊk **zepsuć swoją reputację**

[71] **plum job** plʌm dʒɒb **intratna posada**

[72] **given X** ˈgɪvn eks **zważywszy na X**

[73] **high-ranking** ˈhaɪˌræŋkɪŋ **ważny**

[74] **politically sensitive** pəˈlɪtɪkəlɪ ˈsensɪtɪv **delikatny politycznie**

[75] **publicity** pʌbˈlɪsətɪ **rozgłos**

[76] **sense of humour** sens ɒv ˈhjuːmə **poczucie humoru**

[77] **grandstanding** ˈgrændstændɪŋ **granie pod publikę, populizm**

[78] **poise** pɔɪz **opanowanie**

[79] **pizzazz** pɪˈzæz **energia, polot**

[80] **masculine** ˈmæskjʊlɪn **męski**

[81] **rooted in sth** ˈruːtɪd ɪn ˈsʌmθɪŋ **zakorzeniony w czymś**

[82] **self-assured** ˌself əˈʃɔːd **pewny siebie**

[83] **superiority** suːˌpɪərɪˈɒrətɪ **wyższość**

[84] **member** ˈmembə **członek**

[85] **old school tie** əʊld skuːl taɪ **stare szkolne koneksje**

[86] **to date back to sth** tə deɪt bæk tə ˈsʌmθɪŋ **sięgać wstecz czasów**

[87] **codebreaker** kəʊd ˈbreɪkə **kryptograf**

[88] **crucial part** ˈkruːʃəl pɑːt **kluczowa rola**

[89] **to crack sth** tə kræk ˈsʌmθɪŋ **złamać coś**

[90] **deeds** diːdz **dokonania**

[91] **commensurate** kəˈmensjərət **proporcjonalny**

[92] **presence** ˈpreznəs **obecność**

[93] **secret service** ˈsiːkrət ˈsɜːvɪs **tajne służby**

[94] **glass ceiling** glɑːs ˈsiːlɪŋ **szklany sufit**

[95] **scrutiny** ˈskruːtɪnɪ **nadzór, przypatrywanie się**

[96] **inevitably** ɪnˈevɪtəbli **nieuchronnie**

[97] **consciously** ˈkɒnʃəsli **świadomie**

[98] **lens** lenz **soczewka**

[99] **fazed** feɪzd **zbity z tropu**

[100] **apparent** əˈpærənt **oczywisty, widoczny**

[101] **volatile** ˈvɒlətaɪl **niestabilny**

[102] **unpredictable** ˈʌnprɪˈdɪktəbl **nieprzewidywalny**

▶

the Cold War, and that technology in the form of hacking and other cyberattacks is drastically changing the nature of national security[103] and espionage. These factors[104] will undoubtedly[105] influence her to-do list[106]. In her first months as Chief, she is expected to focus on three key areas:

- Rebuilding the agency's human networks abroad[107] after years of geopolitical turbulence[108].
- Strengthening cyberdefence capabilities[109].
- Deepening cooperation with allies[110] across Europe and North America.

She also faces a quieter but equally significant task[111] of modernising the culture within the service. As the geopolitical and technology landscapes[112] have transformed, so too have the social and cultural environments[113]. While the British secret service has historically been associated with 'good breeding[114]' and the best schools and universities, the new realities of the present and future will require drawing on[115] a more socially diverse[116] talent pool[117].

A New Kind of Spymaster

In the public imagination, the head of MI6 has always been a figure of authority[118] tinged with[119] mystique[120]. Blaise Metreweli brings both qualities but in a subtler form. She is not a cinematic[121] archetype but a thoughtful[122] professional leading one of the most secretive institutions in the world with calm, intellect, and a quiet sense of purpose[123].

Her appointment may be intended to step away from the old-boy's network image of the spymaster to one more in tune with[124] the complexities[125] of the modern world. Although, given her educational background, it could be argued[126] that she represents the less influential female equivalent[127] social elite of top girls' schools. Nonetheless, she is the closest thing to M to date. While she may never appear in the end credits[128] of a Bond film, Blaise Metreweli is, without doubt[129], the most interesting C MI6 has ever had.

[103] **national security** 'næʃənl sɪ'kjʊərətɪ **bezpieczeństwo narodowe**
[104] **factor** 'fæktə **czynnik**
[105] **undoubtedly** 'ʌn'daʊtədli **niewątpliwie**
[106] **to-do list** tə'duː lɪst **lista zadań do zrobienia**
[107] **abroad** ə'brɔːd **zagranica**
[108] **turbulence** 'tɜːbjʊləns **zamieszanie**
[109] **capabilities** ˌkeɪpə'bɪlɪtɪz **zdolności**
[110] **ally** 'ælaɪ **sojusznik**
[111] **task** tɑːsk **zadanie**
[112] **landscape** 'lændskeɪp **krajobraz**
[113] **environment** ɪn'vaɪərənmənt **środowisko**
[114] **good breeding** gʊd 'briːdɪŋ **dobre pochodzenie**
[115] **to draw on sth** tə drɔː ɒn 'sʌmθɪŋ **sięgać do czegoś**
[116] **socially diverse** 'səʊʃəlɪ daɪ'vɜːs **zróżnicowany społecznie**
[117] **talent pool** 'tælənt puːl **pula kandydatów**
[118] **authority** ɔː'θɒrətɪ **władza**
[119] **tinged with sth** tɪndʒd wɪð 'sʌmθɪŋ **zabarwiony czymś**
[120] **mystique** mɪs'tiːk **aura tajemniczości**
[121] **cinematic** ˌsɪnə'mætɪk **filmowy**
[122] **thoughtful** θɔːtfʊl **rozważny**
[123] **sense of purpose** sens ɒv 'pɜːpəs **poczucie celu**
[124] **in tune with sth** ɪn tjuːn wɪð 'sʌmθɪŋ **przystający do czegoś**
[125] **complexity** kəm'pleksətɪ **złożoność**
[126] **it could be argued** ɪt kʊd biː 'ɑːgjuːd **można się spierać**
[127] **equivalent** ɪ'kwɪvələnt **odpowiednik**
[128] **end credits** end 'kredɪts **napisy końcowe**
[129] **without doubt** wɪ'ðaʊt daʊt **bez wątpienia**

Is Iceland's Four-Day Workweek[1] a Blueprint[2] for the Future?

Once dismissed[3] as a utopian fantasy, the four-day working week has become a serious topic of debate in boardrooms[4] and parliaments alike. Maybe it's not such a daft[5] idea after all?

WORKERS ACHIEVED AS MUCH, OR MORE, IN LESS TIME.

[1] **workweek** 'wɜːkwiːk **tydzień pracy**
[2] **blueprint** 'bluːprɪnt **plan**
[3] **dismissed** dɪs'mɪst **odrzucany**
[4] **boardroom** 'bɔːdruːm **sala posiedzeń zarządu**
[5] **daft** dɑːft **głupi**

To Do List
Sunday
weekend
Monday
work
Tuesday
work
Wednesday
work
Thursday
work
Friday
weekend
Saturday
weekend

POBIERZ NAGRANIA MP3

KOD DOSTĘPU:
jpy

LUB ODSŁUCHAJ
NA STRONIE
business-english.com.pl

POBIERZ CZYTNIK KODÓW:
COLORFULMEDIA.PL/CZYTNIK

OGLĄDAJ VIDEO

business-english.com.pl

A WORD WORTH REMEMBERING

to swap sth for sth
/tə swɒp ˈsʌmθɪŋ
fə ˈsʌmθɪŋ/
zamieniać coś na coś

▶

In 2015, Iceland began what seemed like a bold[6] social experiment[7]: several thousand public-sector workers were offered the chance to swap their traditional five-day, 40-hour week for[8] one lasting just 35–36 hours with no reduction in pay. It sounds like economic suicide[9].

The trials[10], which ran until 2019, were closely monitored across a range of workplaces[11], from offices and hospitals to schools and local councils[12], and the results were contrary[13] to what many might have expected. Productivity remained the same or improved in most workplaces, while employee well-being[14] rose significantly. Stress levels fell, job satisfaction increased and absenteeism[15] dropped. In short, workers achieved[16] as much, or more, in less time.

The trials were hailed as[17] an "overwhelming success[18]," and within a few years, agreements[19] inspired by the experiment covered about 90 percent of Iceland's workforce[20]. Today, most Icelandic employees either work fewer hours or enjoy greater flexibility[21] over how and when they work. This small Nordic country, with a population under 400,000, may have quietly provided the world with a new employment model, but could it work in the industrial heartlands[22] or frenetic[23] hospital wards[24]?

Gaining Momentum[25]

One reason Iceland's experiment attracted attention was its breadth[26] and realism. Unlike isolated start-up trials, it involved a diverse[27] range of roles, from office administrators to hospital staff[28], showing that shorter hours need not be limited to white collar[29] or creative jobs.

The message was clear: when people feel valued and rested[30], they often work more efficiently[31]. Iceland's public sector workers showed that meaningful[32] reform of the workweek is not only possible but can benefit both employers and employees.

Since Iceland's success, similar experiments have taken place[33] around the world with comparable[34] results.

- **United Kingdom:** In 2022–2023, over 60 companies and 2,900 workers joined a six-month four-day week pilot[35]. Staff worked 20 percent fewer hours for the same pay. Most companies continued the scheme[36], citing steady or improved productivity, lower turnover[37] and better employee well-being.
- **Netherlands:** Some public sector[38] organisations trialled shorter schedules[39]. Results show higher job satisfaction, improved well-being and lower absenteeism. Strong union[40] support suggests wider adoption[41] is possible.
- **Australia:** Several banks and tech companies ran pilots inspired by the UK. Outcomes[42] include happier workers, reduced stress and stable productivity. Employers reclaimed[43] time lost to inefficient meetings and reporting.

And even the notoriously[44] workaholic Japanese have dipped their toe in the water[45] of a shorter working week.

- **Japan:** Companies like Panasonic and Microsoft trialled four-day weeks. Improved productivity and employee satisfaction were observed. The government[46] recommends offering four-day options amid[47] workforce and mental health concerns.

Stepping Away[48] From Work

While Iceland's experiment predated[49] the pandemic, COVID-19 profoundly[50] accelerated global conversations about work.

Lockdowns forced[51] millions into remote or hybrid arrangements[52] almost overnight[53]. Many companies discovered

[6] **bold** bəʊld **śmiały**
[7] **social experiment** ˈsəʊʃəl ɪksˈperɪmənt **eksperyment społeczny**
[8] **to swap sth for sth** tə swɒp ˈsʌmθɪŋ fə ˈsʌmθɪŋ **zamieniać coś na coś**
[9] **suicide** ˈsjʊɪsaɪd **samobójstwo**
[10] **trial** ˈtraɪəl ***tu:*** **test**
[11] **workplace** ˈwɜːkpleɪs **miejsce pracy**
[12] **local council** ˈləʊkəl ˈkaʊnsl **samorząd lokalny, rada miejska**
[13] **contrary** ˈkɒntrərɪ **sprzeczny, przeciwstawny**
[14] **well-being** ˈwelˈbiːɪŋ **dobre samopoczucie**
[15] **absenteeism** ˌæbsənˈtiːɪzm **nieobecność w pracy, absencja**
[16] **to achieve sth** tʊ əˈtʃiːv ˈsʌmθɪŋ **osiągać coś**
[17] **to hail sth as sth** tə heɪl ˈsʌmθɪŋ æz ˈsʌmθɪŋ **okrzyknąć coś czymś**
[18] **overwhelming success** ˌəʊvəˈwelmɪŋ səkˈses **ogromny sukces**
[19] **agreement** əˈgriːmənt **umowa, układ, porozumienie**
[20] **workforce** ˈwɜːkfɔːs **siła robocza, pracownicy**
[21] **flexibility** ˌfleksəˈbɪləti **elastyczność**
[22] **industrial heartland** ɪnˈdʌstrɪəl ˈhɑːtlænd **centrum przemysłowe**
[23] **frenetic** frəˈnetɪk ***tu:*** **chaotyczny**
[24] **hospital ward** ˈhɒspɪtl wɔːd **oddział szpitalny**
[25] **to gain momentum** tə geɪn məˈmentəm **nabrać rozpędu**
[26] **breadth** bredθ **zakres**
[27] **diverse** daɪˈvɜːs **zróżnicowany**
[28] **staff** stɑːf **personel**
[29] **white collar** waɪt ˈkɒlə **pracownik umysłowy**
[30] **rested** ˈrestɪd **wypoczęty**
[31] **efficiently** ɪˈfɪʃəntli **wydajnie**
[32] **meaningful** ˈmiːnɪŋfʊl **głęboki**
[33] **to take place** tə teɪk pleɪs **mieć miejsce**
[34] **comparable** ˈkɒmpərəbl **porównywalny**
[35] **pilot** ˈpaɪlət ***tu:*** **program pilotażowy**
[36] **scheme** skiːm **program**
[37] **turnover** ˈtɜːnˌəʊvə ***tu:*** **rotacja kadr (odejścia pracowników)**
[38] **public sector** ˈpʌblɪk ˈsektə **państwowy**
[39] **schedule** ˈʃedjuːl **grafik**
[40] **union** ˈjuːnjən **związek zawodowy**
[41] **adoption** əˌdɒpʃən **przyjęcie, wcielenie w życie**
[42] **outcome** ˈaʊtkʌm **wynik, rezultat**
[43] **to reclaim sth** tə rɪˈkleɪm ˈsʌmθɪŋ **odzyskać coś**
[44] **notoriously** nəʊˈtɔːrɪəsli **notorycznie**
[45] **to dip a toe in the water** tə dɪp ə təʊ ɪn ðə ˈwɔːtə **sprawdzić, czy coś się podoba**
[46] **government** ˈgʌvənmənt **rząd**
[47] **amid** əˈmɪd ***tu:*** **w czasie**
[48] **to step away** tə step əˈweɪ **odchodzić, odsuwać się, wycofywać się**
[49] **to predate** tə ˌpriːˈdeɪt **poprzedzać**
[50] **profoundly** prəˈfaʊndli **gruntownie**
[51] **to force** tə fɔːs **zmuszać**
[52] **arrangement** əˈreɪndʒmənt **ustalenie**
[53] **overnight** ˈəʊvəˈnaɪt **z dnia na dzień**

that productivity could be maintained[54], or even raised, when employees had more autonomy over their time. Workers, in turn[55], began to prioritise flexibility, well-being and balance over working all hours to impress[56] the boss and climb the greasy pole[57].

This collective experience has reshaped expectations[58]. The *"new normal"* has made many question the traditional nine-to-five[59], five-day model. As one UK business leader observed after his company's four-day work week trial, *"COVID taught us that we could trust people to deliver[60] without watching the clock. The four-day work week is the next logical step."*

In this post-pandemic environment, the idea of measuring work by output[61] rather than hours now feels far more attainable[62]. Technological advances and digital collaboration[63] tools have made it easier to redesign workflows[64], simplify or automate tasks[65] making a shorter working week more realistic.

But what if workers start to think of it not as an option but a right? Could the four-day working week move from experiment to entitlement[66]? Some campaigners[67] are pushing for legal recognition[68]. History suggests that ideas once considered radical, such as paid holidays[69], paternity leave[70] and more recently, the right to disconnect[71], (See Fact box) often start life on the fringes[72] before becoming widely accepted as reasonable[73].

For employers, the strongest argument for a shorter week is largely economic rather than ethical. If the numbers make the case[74], they will need less persuading[75], as was the case with the suspicion[76] that unobserved, people working from home would skive[77].

The four-day week debate goes beyond scheduling to a reappraisal[78] of the purpose of work itself. In 1883, French political writer, essayist and economist Paul Lafargue released[79] the book *The Right to be Lazy*, in which he asked, *"if machines can do more of our work, why shouldn't we work less?"* The quote[80] is often attributed to[81] British economist John Maynard Keynes who, in 1930, wrote *Economic Possibilities for Our Grandchildren*, in which he envisaged[82] a time when wealth[83] would be so abundant[84] that the need, or desire[85], to work would be greatly diminished[86]. The evidence[87] from Iceland, and now from many other countries, suggests that reducing working hours does not

BEHIND THE GLOWING PILOT STUDIES LIES A MORE COMPLEX REALITY.

[54] **to maintain** tə meɪnˈteɪn **utrzymywać**
[55] **in turn** ɪn tɜːn **w rezultacie**
[56] **to impress** tʊ ˈɪmpres **zaimponować**
[57] **to climb the greasy pole** tə klaɪm ðə ˈgriːzɪ pəʊl **piąć się z trudem po szczeblach kariery**
[58] **expectations** ˌekspekˈteɪʃənz **oczekiwania**
[59] **nine-to-five** naɪn tə faɪv **pełnoetatowy, *dosł.* od 9:00 do 17:00**
[60] **to deliver** tə dɪˈlɪvə **wywiązać się z czegoś**
[61] **output** ˈaʊtpʊt **wyniki pracy**
[62] **attainable** əˈteɪnəbl **realny**
[63] **collaboration** kəˌlæbəˈreɪʃən **współpraca**
[64] **workflow** ˈwɜːkfləʊ **organizacja zadań**
[65] **task** tɑːsk **zadanie**
[66] **entitlement** ɪnˈtaɪtlmənt **uprawnienie pracownicze**
[67] **campaigner** kæmˈpeɪnə **aktywista, orędownik, działacz (osoba prowadząca kampanię/działania na rzecz czegoś)**
[68] **legal recognition** ˈliːgəl ˌrekəgˈnɪʃən **prawne uznanie**
[69] **paid holidays** peɪd ˈhɒlədeɪz **płatny urlop**
[70] **paternity leave** pəˈtɜːnətɪ liːv **urlop tacierzyński**
[71] **right to disconnect** raɪt tə ˈdɪskəˈnekt **prawo do rozłączenia się, prawo do bycia offline**
[72] **on the fringes of sth** ɒn ðə ˈfrɪndʒɪz ɒv ˈsʌmθɪŋ **na marginesie czegoś**
[73] **reasonable** ˈriːznəbl **rozsądny**
[74] **to make the case** tə meɪk ðə keɪs **dowodzić (słuszności czegoś), potwierdzać coś**
[75] **persuading** pəˈsweɪdɪŋ **przekonywanie**
[76] **suspicion** səsˈpɪʃən **podejrzenie**
[77] **to skive** tə skaɪv **obijać się, wymigiwać się od czegoś**
[78] **reappraisal** ˌriːəˈpreɪzl **ponowne rozważenie**
[79] **to release sth** tə rɪˈliːs ˈsʌmθɪŋ **wydać coś**
[80] **quote** kwəʊt **cytat**
[81] **to attribute sth to sb** tʊ ˈætrɪbjuːt ˈsʌmθɪŋ tə ˈsʌmbədɪ **przypisywać coś komuś**
[82] **to envisage** tʊ ɪnˈvɪzɪdʒ **przewidywać, wyobrażać sobie**
[83] **wealth** welθ **dobrobyt**
[84] **abundant** əˈbʌndənt ***tu:* powszechny**
[85] **desire** dɪˈzaɪə **pragnienie**
[86] **diminished** dɪˈmɪnɪʃt **zmniejszony**
[87] **evidence** ˈevɪdəns **dowody, dane**

▶

threaten[88] and may even guarantee prosperity[89] – so is it a no-brainer[90]?

Time to Wake Up[91] From Cloud-cuckoo-land[92]

The four-day week sounds irresistible[93] – happier workers, stable or even increased productivity, and more time for leisure[94]. Yet behind the glowing[95] pilot studies lies a more complex reality. For many countries and sectors, particularly those already grappling with[96] staff shortages[97] and ageing populations[98], shorter hours may be an unaffordable luxury[99].

Nowhere is this clearer than in the UK's overstretched[100] National Health Service[101]. With more than 100,000 vacancies[102] in England alone and record waiting lists[103],

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[88] **to threaten sb/sth** tə ˈθretn **zagrażać komuś/czemuś**

[89] **prosperity** prɒsˈperətɪ **dobrobyt**

[90] **no-brainer** ˌnəʊ ˈbreɪnə(r) **oczywistość**

[91] **to wake up** tə weɪk ʌp **budzić się**

[92] **cloud-cuckoo-land** ˌklaʊd ˈkʊkuː lænd **kraina baśni**

[93] **irresistible** ˌɪrɪˈzɪstəbl **porywający**

[94] **leisure** ˈleʒə **wypoczynek**

[95] **glowing** ˈgləʊɪŋ ***tu:*** **zachwycający, pełen pochwał**

[96] **to grapple with sth** tə ˈgræpl wɪð ˈsʌmθɪŋ **zmagać się z czymś**

[97] **shortage** ˈʃɔːtɪdʒ **niedobór**

[98] **ageing population** ˈeɪdʒɪŋ ˌpɒpjʊˈleɪʃən **starzejące się społeczeństwo**

[99] **unaffordable luxury** ˌʌnəˈfɔːdəbl ˈlʌkʃəri **luksus, na który nie można sobie pozwolić**

[100] **overstretched** ˌəʊvəˈstretʃt **przeciążony**

[101] **National Health Service** ˈnæʃənl helθ ˈsɜːvɪs **publiczna służba zdrowia (w Wielkiej Brytanii)**

[102] **vacancy** ˈveɪkənsɪ **wakat**

[103] **waiting list** ˈweɪtɪŋ lɪst **lista oczekujących**

The Right to Disconnect

Since 2017 in France, and later in Italy and Spain, the right to disconnect is legally protected. Employers cannot require staff to[1] respond[2] to work emails or calls outside set hours[3]. The law protects work-life balance, reduces stress and burnout[4], and mandates clear company policies.

[1] **to require sb to do sth** tə rɪˈkwaɪə **wymagać od kogoś zrobienia czegoś**

[2] **to respond** tə rɪsˈpɒnd **odpowiadać**

[3] **set hours** set ˈaʊəz **ustalone godziny pracy**

[4] **burnout** ˈbɜːnˈaʊt **wypalenie zawodowe**

INFOBOX

any reduction in contracted hours without a major recruitment drive[104] would simply reduce clinical capacity[105]. For public services[106] already struggling to meet demand, cutting hours may be politically popular but operationally out of the question[107].

The same fiscal arithmetic worries policymakers[108] elsewhere. The Netherlands, often cited as a model for work-life balance, is facing rising costs from an ageing population. Pension[109] and healthcare spending are climbing faster than tax revenues[110], prompting[111] the Dutch finance ministry to warn of "*serious long-term budget pressure*[112]." Encouraging people to[113] work shorter hours when the size of the workforce is smaller could deepen those pressures further.

Japan has one of the world's oldest populations, its workforce is shrinking[114] rapidly, and public debt[115] already exceeds[116] 250 percent of GDP[117]. While major companies such as Panasonic have tested four-day schedules, economists point out[118] that a nationwide[119] reduction in hours would undermine[120] the government's urgent drive[121] to boost[122] labour participation[123] and productivity. Shorter weeks are at loggerheads[124] with the country's demographic profile.

There are also equality concerns. Most successful trials have taken place in office-based sectors, where output can be measured and meetings streamlined[125]. Frontline jobs[126] in health, retail[127], transport and manufacturing[128] can't easily be compressed without extra staff or longer shifts[129] for existing ones. One group may benefit at the expense of[130] another.

The Icelandic model remains inspiring, but in the context of labour shortages, public spending[131] cuts, unfilled vacancies and elderly populations, such a combination of factors may make the four-day working week in many countries as ethereal[132] as the Northern Lights[133].

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[104] **recruitment drive** rɪˈkruːtmənt draɪv **akcja rekrutacyjna**

[105] **clinical capacity** ˈklɪnɪkəl kəˈpæsətɪ **liczba miejsc**

[106] **public services** ˈpʌblɪk ˈsɜːvɪsɪz **usługi publiczne**

[107] **out of the question** aʊt ɒv ðə ˈkwestʃən **wykluczone**

[108] **policymaker** ˈpɒləsimeɪkə(r) **decydent**

[109] **pension** ˈpenʃn **emerytura**

[110] **tax revenues** tæks ˈrevɪnjuːz **wpływy podatkowe**

[111] **to prompt** tə prɒmpt **skłaniać**

[112] **pressure** ˈpreʃə **presja**

[113] **to encourage sb to do sth** tʊ ɪnˈkʌrɪdʒ ˈsʌmbədɪ tə duː ˈsʌmθɪŋ **zachęcać kogoś do zrobienia czegoś**

[114] **to shrink** tə ʃrɪŋk **kurczyć się, maleć**

[115] **public debt** ˈpʌblɪk det **dług publiczny**

[116] **to exceed sth** tʊ ɪkˈsiːd ˈsʌmθɪŋ **przekraczać coś**

[117] **GDP = Gross Domestic Product** ˌdʒiː diː ˈpiː = grəʊs dəˈmestɪk ˈprɒdʌkt **PKB, produkt krajowy brutto**

[118] **to point out** tə pɔɪnt aʊt **wskazywać**

[119] **nationwide** ˈneɪʃənwaɪd **ogólnokrajowy**

[120] **to undermine** tʊ ˌʌndəˈmaɪn **podkopywać**

[121] **drive** draɪv ***tu:* potrzeba, dążenie**

[122] **to boost sth** tə buːst ˈsʌmθɪŋ **pobudzać coś**

[123] **labour participation** ˈleɪbə pəˌtɪsɪˈpeɪʃən **uczestnictwo w rynku pracy**

[124] **to be at loggerheads** tə biː æt ˈlɒgəhedz **kłócić się**

[125] **streamlined** ˈstriːmlaɪnd **uproszczony**

[126] **frontline jobs** ˈfrʌntlaɪn dʒɒbz **stanowiska pierwszej linii, praca na pierwszej linii, stanowiska pracy, które charakteryzują się bezpośrednim kontaktem z klientami, produktami, usługami lub operacjami w terenie**

[127] **retail** ˈriːteɪl **handel detaliczny**

[128] **manufacturing** ˌmænjʊˈfæktʃərɪŋ **produkcja przemysłowa**

[129] **shift** ʃɪft **zmiana**

[130] **at the expense of sb** æt ðiː ɪksˈpens ɒv ˈsʌmbədɪ **kosztem kogoś**

[131] **public spending** ˈpʌblɪk ˈspendɪŋ **wydatki publiczne**

[132] **ethereal** iːˈθɪərɪəl **ulotny**

[133] **Northern Lights** ˈnɔːðən laɪts **zorza polarna**

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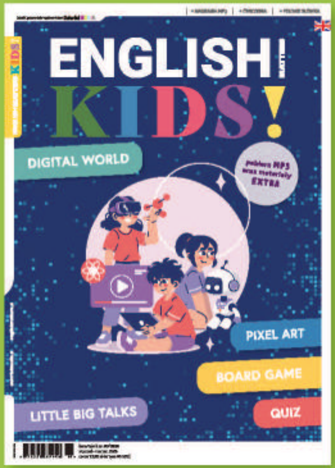

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QUIZ
FOREST SONG
LITTLE BIG TALKS
BOARD GAME

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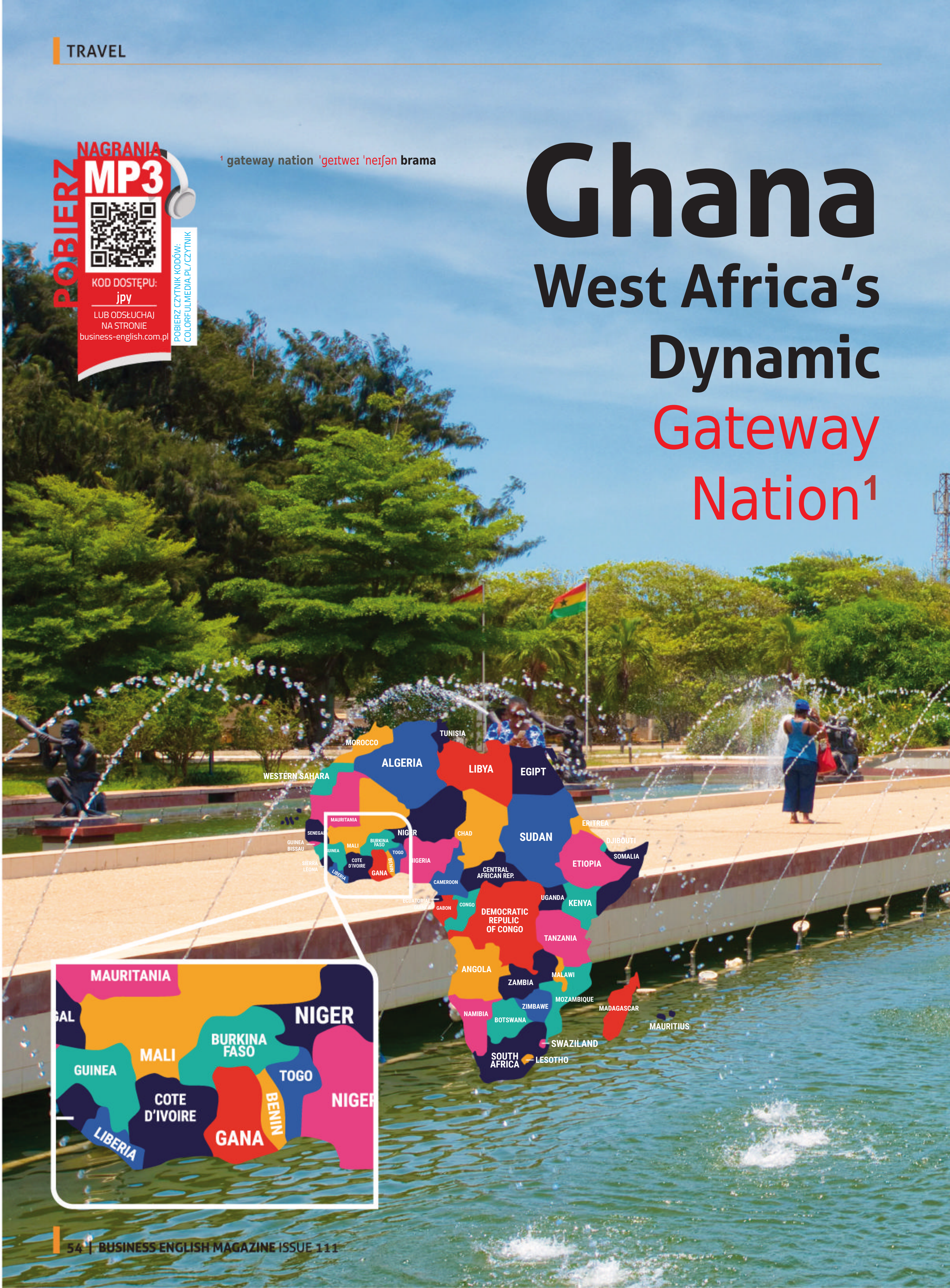
Ghana
West Africa's Dynamic Gateway Nation[1]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MALI
GUINEA
TOGO
COTE D'IVOIRE
NIGER
BENIN
LIBERIA
GANA

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[1] **gateway nation** ˈɡeɪtweɪ ˈneɪʃən **brama**

Kissed by Atlantic breezes, Ghana combines an attractive coastline[2] with smiling hospitality[3]. But far from resting on its laurels[4] as a tourist destination, the country is leveraging[5] its mineral wealth[6], cocoa plantations and youthful[7] workforce[8] to forge ahead[9].

The Kwame Nkrumah Memorial Park and Mausoleum

Gateway Nation

The term "gateway nation" refers to[1] a country that serves as a key point of entry[2], geographically, economically, or politically, into a wider region or market. In Ghana's case, it highlights[3] the country's strategic coastal position, stable governance[4] and English-speaking environment that make it a natural hub for trade, investment and travel into West Africa.

[1] **to refer to sth** tə rɪ'fɜː tə 'sʌmθɪŋ **odnosić się do czegoś**

[2] **point of entry** pɔɪnt ɒv 'entrɪ **punkt wejściowy**

[3] **to highlight sth** tə 'haɪlaɪt 'sʌmθɪŋ **podkreślać coś**

[4] **governance** 'gʌvənəns **rządy**

INFOBOX

A WORD WORTH REMEMBERING

guided tour
/'gaɪdɪd tʊə/
zwiedzanie z przewodnikiem, wycieczka z przewodnikiem

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[2] **coastline** 'kəʊstlaɪn **wybrzeże**

[3] **hospitality** ˌhɒspɪ'tælətɪ **gościnność**

[4] **to rest on one's laurels** tə rest ɒn wʌnz 'lɒrəlz **spoczywać na laurach**

[5] **to leverage sth** tə 'liːvərɪdʒ'sʌmθɪŋ **wykorzystywać coś jak najefektywniej**

[6] **mineral wealth** 'mɪnərəl welθ **bogactwa mineralne**

[7] **youthful** 'juːθfʊl **młodzieńczy, młody**

[8] **workforce** 'wɜːkfɔːs **siła robocza**

[9] **to forge ahead** tə fɔːdʒ ə'hed **przeć do przodu, robić postępy**

▶

The Republic of Ghana is located on the Gulf of Guinea in West Africa, bounded by[10] by Côte d'Ivoire to the west, Burkina Faso to the north and Togo to the east. Its southern border meets the Atlantic Ocean, giving Ghana unbroken access[11] to sea lanes[12] and a tropical coast. With a land area[13] of approximately 238,500 km^2, it is slightly smaller than the United Kingdom (around 242,500 km^2) and of similar scale to Romania.

Though compact[14] by African continental standards, the country's topography is varied[15]. The southern coastal belt comprises[16] lagoons, mangroves[17] and low plains[18]; inland[19] from the coast lie forested hills and the Ashanti uplands[20]; further north, the country transitions[21] into savannah and broad plains that edge towards[22] the Sahel. The presence[23] of the artificial[24] Lake Volta – one of the largest man-made[25] lakes by surface area[26] globally – adds to the geographic diversity[27] and provides energy, inland transport and fisheries resources[28].

The country's climate is essentially[29] tropical, but with regional variation. Along the coast and in the southern forested belt, the climate is humid[30] and receives two wet seasons[31] (roughly[32] April to June, and September to November). This rainfall supports tropical forest and rich agricultural[33] zones such as cocoa and oil-palm plantations. Heading northward, a long dry season[34] develops as temperatures rise and the landscape[35] becomes savannah and open grassland[36] with dust storms[37] and water scarcity[38]. The sea breeze along the coast moderates[39] the extremes in the south. The more fertile[40] zones and coastal access have historically attracted settlement[41] and driven[42] agriculture and trade[43].

> GHANA'S HISTORY IS VERY MUCH ROOTED IN THE GREAT WEST AFRICAN TRADE NETWORKS OF THE MEDIEVAL PERIOD.

Proud History Marred[44] by Colonialism

Ghana's history is very much rooted in[45] the great West African trade networks[46] of the medieval period[47]. The name "Ghana" was adopted[48] at independence[49], but echoes the older Ghana Empire (though that empire lay primarily[50] further north). From around the 8th century onwards[51], gold, salt, cloth[52], ivory[53] and other goods passed through the region, carried on trans-Saharan caravans and exchanged along riverine[54] and forest routes.

In the 15th century, Europeans arrived: Portuguese, Dutch, British, Danish and other fleets[55] established[56] forts and trading posts along the coast, drawn by gold, timber[57] and eventually the chilling[58] traffic[59] of the slave trade[60].

In the 19th century, the British dominated the region and formally administered the territory as the Gold Coast[61]. In 1957, Ghana achieved[62] independence – the first sub-Saharan African colony to do so in that wave – with Kwame Nkrumah as its first prime minister[63] and then president. Post-independence decades were marked by ambitious social programmes[64], infrastructural push[65], periods of economic

10	**bounded by sth**	ˈbaʊndɪd baɪ ˈsʌmθɪŋ	***tu:* graniczący z czymś**
11	**unbroken access**	ˈʌnˈbrəʊkən ˈækses	**bezpośredni dostęp**
12	**sea lane**	siː leɪn	**szlak żeglugowy**
13	**land area**	lænd ˈeərɪə	**powierzchnia**
14	**compact**	ˈkɒmpækt	**kompaktowy, zbity**
15	**varied**	ˈveərɪd	**różnorodny**
16	**to comprise sth**	tə kəmˈpraɪz ˈsʌmθɪŋ	**składać się z czegoś, obejmować coś**
17	**mangroves**	ˈmæŋgrəʊvz	**namorzyny**
18	**low plain**	ləʊ pleɪn	**nizina**
19	**inland**	ˈɪnlænd	**w głębi lądu**
20	**uplands**	ˈʌplændz	**wyżyna**
21	**to transition**	tə trænˈsɪʒən	**przekształcić się**
22	**to edge towards sth**	tʊ edʒtəˈwɔːdz ˈsʌmθɪŋ	**przechodzić stopniowo w coś**
23	**presence**	ˈprezns	**obecność**
24	**artificial**	ˌɑːtɪˈfɪʃəl	**sztuczny**
25	**man-made**	ˈmænˈmeɪd	**stworzony przez człowieka**
26	**surface area**	ˈsɜːfɪs ˈeərɪə	**powierzchnia**
27	**diversity**	daɪˈvɜːsɪtɪ	**różnorodność**
28	**fishery resources**	ˈfɪʃərɪ rɪˈsɔːsɪz	**zasoby połowowe**
29	**essentially**	ɪˈsenʃəlɪ	**zasadniczo**
30	**humid**	ˈhjuːmɪd	**wilgotny**
31	**wet season**	wet ˈsiːzn	**pora deszczowa**
32	**roughly**	ˈrʌflɪ	**z grubsza**
33	**agricultural**	ˌægrɪˈkʌltʃərəl	**rolniczy**
34	**dry season**	draɪ ˈsiːzn	**pora sucha**
35	**landscape**	ˈlændskeɪp	**krajobraz**
36	**grassland**	ˈgrɑːslænd	**łąka, użytki zielone**
37	**dust storm**	dʌst stɔːm	**burza piaskowa**
38	**water scarcity**	ˈwɔːtə ˈskeəsətɪ	**niedobór wody**
39	**to moderate sth**	tə ˈmɒdəreɪt ˈsʌmθɪŋ	**łagodzić coś**
40	**fertile**	ˈfɜːtaɪl	**żyzny**
41	**settlement**	ˈsetlmənt	**osadnictwo**
42	**to drive sth**	tə draɪv ˈsʌmθɪŋ	***tu:* napędzać coś**
43	**trade**	treɪd	**handel**
44	**marred by sth**	mɑːd baɪ ˈsʌmθɪŋ	**zniszczony przez coś**
45	**rooted in sth**	ˈruːtɪd ɪn ˈsʌmθɪŋ	**zakorzeniony w czymś**
46	**trade network**	treɪd ˈnetwɜːk	***tu:* szlak handlowy**
47	**medieval period**	ˌmedɪˈiːvəl ˈpɪərɪəd	**okres średniowiecza**
48	**adopted**	əˈdɒptɪd	**przyjęty**
49	**independence**	ˌɪndɪˈpendəns	**niepodległość**
50	**primarily**	ˈpraɪmærəlɪ	**pierwotnie**
51	**from around X onwards**	frɒm əˈraʊnd eks ˈɒnwədz	**począwszy od około X**
52	**cloth**	klɒθ	**tkanina, materiał**
53	**ivory**	ˈaɪvərɪ	**kość słoniowa**
54	**riverine**	ˈrɪvəraɪn	**nadrzeczny**
55	**fleet**	fliːt	**flota**
56	**to establish sth**	tʊ ɪsˈtæblɪʃ ˈsʌmθɪŋ	**zakładać coś**
57	**timber**	ˈtɪmbə	**drewno**
58	**chilling**	ˈtʃɪlɪŋ	**przerażający**
59	**traffic**	ˈtræfɪk	**ruch**
60	**slave trade**	sleɪv treɪd	**handel niewolnikami**
61	**Gold Coast**	gəʊld kəʊst	**Złote Wybrzeże**
62	**to achieve sth**	tʊ əˈtʃiːv ˈsʌmθɪŋ	**zdobywać coś**
63	**prime minister**	praɪm ˈmɪnɪstə	**premier**
64	**social programmes**	ˈsəʊʃəl ˈprəʊgræmz	**programy społeczne**
65	**infrastructural push**	ˌɪnfrəˈstrʌktʃərəl pʊʃ	**wysiłek infrastrukturalny**

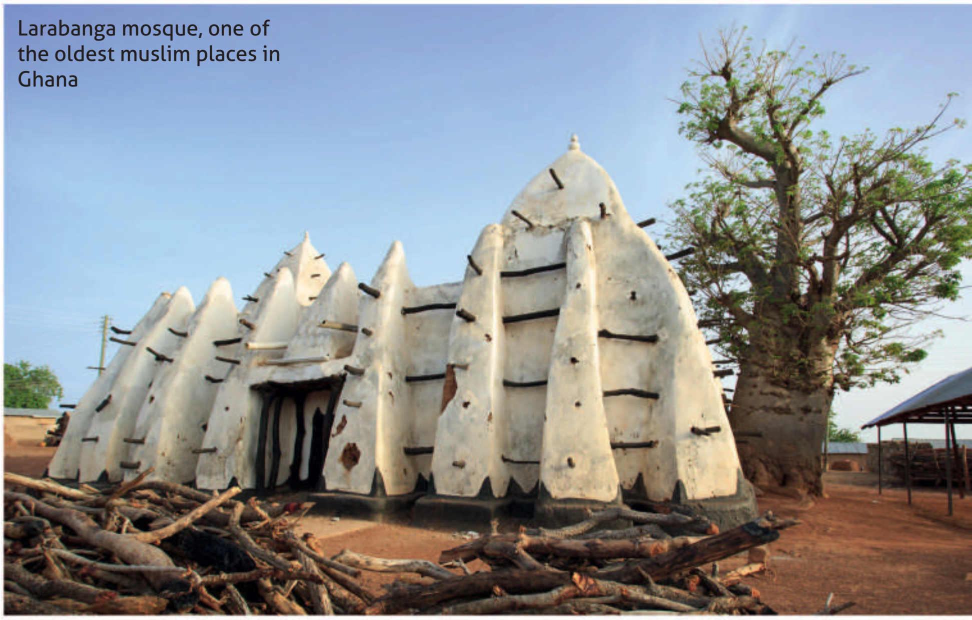
Selected African Countries' Literacy Levels

COUNTRY	LITERACY RATE
Ghana	69.8 percent
Chad	27 percent
Mali	30.5 percent
Nigeria	63.2 percent
South Africa	95 percent

Sources include The Global Economy and the US Career Institute.

INFOBOX

The Flagstaff House, commonly known as Flagstaff House, is the presidential palace in Accra which serves as a residence and office to the President of Ghana


Larabanga mosque, one of the oldest muslim places in Ghana

difficulty and political change. Since the 1990s, Ghana has consolidated as a multi-party democracy with peaceful[66] transitions of power[67], making it a regional exemplar[68] of political stability in West Africa.

A Youthful Population

Ghana's population is in the mid-30 million, growing steadily[69]. It is youthful compared to many other countries.

- According to the 2023 scenario briefing[70] by the Institute for Security Studies (ISS Africa), the "youth bulge[71]" (population aged 15-29) stood at about 42.2 percent of the adult population in Ghana in 2023.
- Ghana's population has a very low median age of around 21–22 years.
- In sub-Saharan Africa as a whole, the share of the population under 15 years is approximately 39 percent.
- In the EU, about a third of the population is under 30.

Major[72] urban centres[73] include the capital[74] Accra (where nearly 5.5 million people live), the Ashanti Region's commercial city Kumasi, and other regional hubs[75]. Ethnically, the country is diverse[76]: the Akan (which includes Ashanti) form a dominant grouping in the south and central belt[77]; Ewe peoples are concentrated in the east; various groups, such as the

▶

[66] **peaceful** 'pi:sfʊl **pokojowy**

[67] **transition of power** træn'sɪʒən ɒv 'paʊə **przekazanie władzy**

[68] **exemplar** ɪg'zemplə **wzór**

[69] **steadily** 'stedəli **równomiernie**

[70] **scenario briefing** sɪ'nɑ:rɪəʊ 'bri:fɪŋ **informacja o możliwych scenariuszach, scenariuszowy briefing**

[71] **youth bulge** ju:θ bʌldʒ **przewaga/duży odsetek młodych ludzi w społeczeństwie**

[72] **major** 'meɪdʒə **główny**

[73] **urban centre** 'ɜ:bən 'sentə **ośrodek miejski**

[74] **capital** 'kæpɪtl **stolica**

[75] **regional hub** 'ri:dʒənl hʌb **ośrodek regionalny**

[76] **diverse** daɪ'vɜ:s **zróżnicowany**

[77] **belt** belt **pas, obszar**

COLLOCATION STATION

Complete each sentence with the correct collocation from the box. Each collocation is used once only.

a. beachfront lodge b. canopy walkway c. guided tour d. heritage sites
e. laid-back vibe f. national park g. safari drive h. vibrant markets

1. Tourists often start their trip in Accra, exploring its ____________________ filled with colours, food stalls and local crafts.
2. Many visitors stay in a small ____________________ overlooking palm trees and the Atlantic Ocean.
3. Kakum National Park is known for its famous ____________________ suspended high above the rainforest.
4. Wildlife lovers can book a morning ____________________ to spot antelopes, birds and other animals.
5. Ghana's coastal forts are recognised globally, and several are listed as UNESCO ____________________.
6. Travellers who enjoy relaxed holidays often praise Ghana's ____________________, especially in seaside towns.
7. Mole is Ghana's oldest ____________________, attracting visitors who want to see elephants in the wild.
8. A ____________________ is available at many historical landmarks, helping visitors learn the stories behind each site.

BEM TEST

Answers: 1. H, 2. A, 3. B, 4. G, 5. D, 6. E, 7. F, 8. C

REALLY ADVENTUROUS TRAVELLERS MIGHT WANT TO EXPERIENCE A DAREDEVIL RIDE IN A LOCAL MINIBUS KNOWN AS A TROTRO.

Mole-Dagbon peoples, inhabit[78] the northern regions.

English is the official language[79], a legacy[80] of colonial rule, yet dozens of indigenous[81] languages flourish[82], and local identities[83] remain strong. Literacy[84] and schooling rates[85] have improved over recent decades, though educational and infrastructure disparities[86] persist[87] between urban and rural areas[88], and between the north and south. Nonetheless[89], Ghana is scoring[90] good marks[91] in literacy compared to most of Africa.

Enjoy the Hiplife

Ghana's culture is vibrant[92] and many-layered[93]. Music plays an important role, particularly Afrobeat and more recently, 'hiplife.' (See West-African Music Fact Box).

Traditional festivals are celebrated across different regions (for example, the Ashanti's Adae festivals, the Ewe's Hogbetsotso, and Fetu Afahye in Cape Coast), often accompanied by colourful dress, drumming[94], dancing and communal[95] ceremonies.

Crafts[96] such as kente weaving[97], bead[98] making, wood-carving[99] and brass-casting[100] remain important cultural expressions and attract both local and international interest.

For visitors with an interest in history, significant[101] sites include the

---

[78] **to inhabit** tʊ ɪn'hæbɪt **zamieszkiwać**

[79] **official language** ə'fɪʃəl 'læŋgwɪdʒ **język urzędowy**

[80] **legacy** 'legəsɪ **spuścizna**

[81] **indigenous** ɪn'dɪdʒɪnəs **rdzenny**

[82] **to flourish** tə 'flʌrɪʃ **rozwijać się**

[83] **local identity** 'ləʊkəl aɪ'dentɪtɪ **tożsamość lokalna**

[84] **literacy** 'lɪtərəsɪ **alfabetyzm, umiejętność czytania i pisania**

[85] **rate** reɪt **wskaźnik**

[86] **disparity** dɪs'pærətɪ **dysproporcja**

[87] **to persist** tə pə'sɪst **utrzymywać się**

[88] **rural area** 'rʊərəl 'eərɪə **obszar wiejski**

[89] **nonetheless** ˌnʌnðə'les **niemniej jednak**

[90] **to score sth** tə skɔː 'sʌmθɪŋ **zdobywać coś**

[91] **mark** mɑːk **ocena**

[92] **vibrant** 'vaɪbrənt **żywy, ekscytujący**

[93] **many-layered** 'menɪ 'leɪəd **mający wiele warstw**

[94] **drumming** 'drʌmɪŋ **granie na bębnach**

[95] **communal** 'kɒmjʊnl **wspólny; społeczny**

[96] **craft** krɑːft **rzemiosło**

[97] **weaving** 'wiːvɪŋ **tkanie**

[98] **bead** biːd **koralik**

[99] **wood-carving** wʊd 'kɑːvɪŋ **rzeźbienie w drewnie, snycerstwo**

[100] **brass-casting** brɑːs 'kɑːstɪŋ **odlewanie z mosiądzu**

[101] **significant** sɪg'nɪfɪkənt **ważny, znaczący**

UNESCO-listed Cape Coast Castle and Elmina Castle, central points for the capture[102], containment[103] and shipment[104] of up to three million slaves.

Nature-lovers will want to head to Kakum National Park in the south-west, where a canopy walkway[105] through West African rainforest[106] offers rare wildlife sightings, guided birdwatching[107] tours[108], and night walks to spot nocturnal[109] species[110]. Visitors can stay in nearby ecolodges[111] or community-run camps that combine comfort with sustainable[112] practices. Further north, similar experiences can be had in the Mole National Park where savannah safaris offer the chance to see elephants, antelope, warthogs[113] and a variety[114] of birds. Overnight stays[115] at lodges or camping sites within the park enable visitors to experience the bush at sunrise and sunset.

On the coast, beaches near Accra, Cape Coast and further west offer sun, surf and relaxation, making Ghana a growing destination for seaside tourism. In Accra, the Labadi Beach and Kokrobite Beach are the most popular for both locals and visitors. Labadi features[116] lively[117] weekend entertainment[118], horse riding and beachside bars, while Kokrobite has a more laid-back[119] vibe[120] with music, local food stalls[121] and guesthouses[122]. Moving west along the coast, Cape Coast and Elmina offer quieter, scenic[123] beaches that can be combined with cultural visits to the historic castles. Further west, towns such as Busua and Axim provide opportunities for surfing, fishing trips, and staying in boutique lodges[124] or eco-resorts[125] that cater to[126] a mix of adventure and comfort.

Accra itself has much to offer beyond the coastline. The city's vibrant markets, such as Makola Market, sell textiles, crafts and spices[127], while cultural attractions include the W.E.B. Du Bois Centre, Independence Square and the Kwame Nkrumah Mausoleum. Art galleries[128], restaurants and nightlife venues[129] add to the urban experience. In general, Accra is considered relatively safe for tourists, though, as in any major city, visitors are advised to take standard precautions[130], avoid walking alone at night in unfamiliar[131] areas, and secure belongings[132] in busy[133] public spaces[134].

Ready For Takeoff[135]?

Have you been sold on[136] the idea of an African adventure? Ghana may not be an obvious[137] travel destination[138], but it has a lot going for[139] it, with a friendly welcome awaiting.

Ghana is well-connected to Europe by air, with Kotoka International Airport (ACC) in Accra serving as the main international gateway. Direct flights[140] go from several major European cities, including

[102] **capture** ˈkæptʃə **łapanie**
[103] **containment** kənˈteɪnmənt **przetrzymywanie**
[104] **shipment** ˈʃɪpmənt **wysyłanie**
[105] **canopy walkway** ˈkænəpɪ ˈwɔːkweɪ **kładka zawieszona wśród koron drzew**
[106] **rainforest** ˈreɪnfɒrɪst **las deszczowy**
[107] **birdwatching** ˈbɜːdwɒtʃɪŋ **obserwowanie ptaków**
[108] **guided tour** ˈgaɪdɪd tʊə **zwiedzanie z przewodnikiem, wycieczka z przewodnikiem**
[109] **nocturnal** nɒkˈtɜːnl **prowadzący nocny tryb życia**
[110] **species** ˈspiːsiːz **gatunek**
[111] **ecolodge** ˈiːkəʊˌlɒdʒ **ekologiczne zakwaterowanie**
[112] **sustainable** səˈsteɪnəbl **nienaruszający równowagi ekologicznej**
[113] **warthog** ˈwɔːthɒg **guziec**
[114] **variety** vəˈraɪətɪ **różnorodność**
[115] **overnight stay** ˈəʊvəˈnaɪt steɪ **jednorazowy nocleg**
[116] **to feature sth** tə ˈfiːtʃə ˈsʌmθɪŋ **cechować się czymś**
[117] **lively** ˈlaɪvlɪ ***tu:* tętniący życiem**
[118] **entertainment** ˌentəˈteɪnmənt **rozrywka**
[119] **laid-back** ˌleɪd ˈbæk **wyluzowany, spokojny**
[120] **vibe** vʌɪb **atmsfera, klimat**
[121] **stall** stɔːl **stoisko**
[122] **guesthouse** ˈgɛst haʊs **pensjonat, domek**
[123] **scenic** ˈsiːnɪk **malowniczy**
[124] **boutique lodge** buːˈtiːk lɒdʒ **rodzaj zakwaterowania, które łączy w sobie cechy hotelu butikowego z estetyką i lokalizacją typową dla schroniska, domku wypoczynkowego lub luksusowego, ustronnego ośrodka**
[125] **eco-resort** iːkəʊ rɪˈzɔːt **ekologiczny kurort**
[126] **to cater to sth** tə ˈkeɪtə tə ˈsʌmθɪŋ **oferować coś**
[127] **spices** ˈspaɪsɪz **przyprawy**
[128] **art gallery** ɑːt ˈgælərɪ **galeria sztuki**
[129] **nightlife venue** ˈnaɪtlaɪf ˈvenjuː **klub nocny**
[130] **precautions** prɪˈkɔːʃənz **środki ostrożności**
[131] **unfamiliar** ˈʌnfəˈmɪljə **nieznany**
[132] **belongings** bɪˈlɒŋɪŋz **rzeczy osobiste**
[133] **busy** ˈbɪzɪ **zatłoczony, ruchliwy**
[134] **public space** ˈpʌblɪk speɪs **miejsce publiczne**
[135] **takeoff** ˈteɪkɒf **start**
[136] **to be sold on sth** tə biː səʊld ɒn ˈsʌmθɪŋ **polubić coś**
[137] **obvious** ˈɒbvɪəs **oczywisty**
[138] **travel destination** ˈtrævl ˌdestɪˈneɪʃən **cel podróży**
[139] **to have a lot going for** tə hæv ə lɒt ˈgəʊɪŋ fə **mieć wiele do zaoferowania**
[140] **direct flight** dɪˈrekt flaɪt **bezpośredni lot**

West African Music

Afrobeat is a vibrant music genre[1] that emerged[2] in the late 1960s and early 1970s in West Africa, pioneered by Nigerian musician Fela Kuti. It combines traditional African rhythms, highlife, jazz, funk and soul, often featuring complex polyrhythms, layered percussion, horns[3], electric guitars, bass and keyboards. The most famous Ghanaian musician is Reggie Rockstone. He is often credited as[4] the "Godfather[5] *of Hiplife,"* a genre that blends[6] highlife, hip-hop, and Afrobeat rhythms.

[1] **genre** ʒɑːŋr **gatunek (np. muzyczny, filmowy)**
[2] **to emerge** tʊ ɪˈmɜːdʒ **pojawiać się**
[3] **horn** hɔːn **waltornia, róg**
[4] **credited as X** ˈkredɪtɪd æz eks **uznawany za X**
[5] **godfather** ˈgɒdˌfɑːðə **ojciec chrzestny**
[6] **to blend sth** tə blend ˈsʌmθɪŋ **mieszać coś**

INFOBOX

▶

London, Frankfurt, Amsterdam, Paris and Istanbul. Flight times vary depending on the departure[141] city, but typically take between six to seven hours direct.

Once in Accra, domestic[142] flights, buses, or private transfers enable[143] access to the main tourist and business destinations along the coast and inland. Really adventurous travellers might want to experience a daredevil[144] ride in a local minibus known as a trotro, replete with[145] loud music, lively passengers and combative[146] drivers.

If you are looking for something out of the ordinary[147] with variety, colour, excellent weather and friendly hosts[148], Ghana ticks all the boxes[149].

[141] **departure** dɪˈpɑːtʃə **wylot**

[142] **domestic** dəˈmestɪk **krajowy**

[143] **to enable** tʊ ɪˈneɪbl **umożliwiać**

[144] **daredevil** ˈdeəˌdevl **ryzykowny**

[145] **replete with sth** rɪˈpliːt wɪð ˈsʌmθɪŋ **pełny czegoś**

[146] **combative** ˈkɒmbətɪv **agresywny**

[147] **out of the ordinary** aʊt ɒv ðiː ˈɔːdnrɪ **niezwykły**

[148] **host** həʊst **gospodarz**

[149] **to tick all the boxes** tə tɪk ɔːl ðə ˈbɒksɪz **spełniać wszystkie warunki**

Accra

WORLD TRADE CENTRE ACCRA

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Business in Ghana

Ghana's economy is one of Africa's emerging success stories. While it does not match[150] Africa's giants such as Nigeria, South Africa or Egypt in absolute GDP[151], it ranks among[152] the top tier[153] of growth-oriented economies in West Africa. According to recent reports, Ghana achieved real GDP growth in the mid-single-digits, driven by commodity[154] exports, services[155], infrastructure investment and political stability.

[150] **to match sth** tə mætʃ ˈsʌmθɪŋ **dorównywać czemuś**

[151] **GDP = Gross Domestic Product** ˌdʒiː diː ˈpiː = grəʊs dəˈmestɪk ˈprɒdʌkt **PKB, produkt krajowy brutto**

[152] **to rank among sth** tə ræŋk əˈmʌŋ ˈsʌmθɪŋ **plasować się wśród czegoś**

[153] **top tier** tɒp ˈtɪə **czołowy**

[154] **commodity** kəˈmɒdətɪ **surowiec; towar**

[155] **services** ˈsɜːvɪsɪz **usługi**

Accra

Its natural-resource endowment[156] has been a foundation[157] for growth, yet the country has actively diversified into agriculture[158], manufacturing[159], oil and gas, and services.

Because of its English-speaking status, coastal access, with large ports such as Tema Harbour in the south, and a relatively stable democracy, Ghana is often considered a regional hub for investment in West Africa. From an export perspective, Ghana's economy pivots on[160] three pillars:

- Gold
- Cocoa
- Oil and gas

Each plays a significant role in foreign-exchange[161] generation.

Key Economic Activities

Agriculture remains a cornerstone[162]: Ghana is a world-leading cocoa producer and also grows oil palm, rubber[163], maize[164], and cassava[165]. The industrial sector contributes[166] roughly a third of GDP, with mining[167], light manufacturing and food processing[168] forming key components.

Services, including telecommunications, banking, trade, fintech[169] and tourism, are expanding rapidly, providing employment[170] and economic output[171]. The oil and gas sector adds government revenue[172] and foreign exchange, though its capital-intensive[173] nature limits[174] local employment absorption. Mining, particularly gold, is both economically and geopolitically significant.

Tourism: An Increasingly Important Sector

Tourism is a growing contributor to Ghana's economy, both in terms of[175] revenues and employment.

In 2024, international arrivals reached 1.29 million, up 12 percent from the previous year. Estimated[176] tourism revenue hit record levels, supporting hotels, restaurants, transport, and tour operators. The sector directly and indirectly provides hundreds of thousands of jobs, particularly in coastal and heritage regions[177].

The Growing Gold Trade

Gold remains Ghana's flagship[178] export. In 2024, production reached 4.8 million ounces[179] (*see Fact Box*), a 19.3

Ounces of Gold

Gold has been traded in ounces for centuries[1], and the troy ounce[2], the standard used for precious metals[3], traces its origins[4] to the medieval trading system in Troyes, France, rather than Ancient Greece. Adopted in the 18th century in the United Kingdom, the troy ounce provides a consistent[5] standard for gold, silver and other precious metals.

One troy ounce equals approximately 31.1035 grams, or 0.0311 kilograms. Using Troy ounces ensures uniformity[6] in reporting gold production, reserves, and trading across mines, commodity exchanges[7] and industry publications worldwide.

[1] **century** ˈsentʃʊrɪ **stulecie**

[2] **troy ounce** trɔɪ aʊns **uncja trojańska**

[3] **precious metal** ˈpreʃəs ˈmetl **metal szlachetny**

[4] **to trace one's origins** tə treɪs wʌnz ˈɒrɪdʒɪnz **wywodzić swój początek**

[5] **consistent** kənˈsɪstənt **jednolity**

[6] **uniformity** ˌjuːnɪˈfɔːmətɪ **jednolitość**

[7] **commodity exchange** kəˈmɒdətɪ ɪksˈtʃeɪndʒ **giełda towarowa**

INFOBOX

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[156] **natural-resource endowment** ˈnætʃrəl rɪˈsɔːs ɪnˈdaʊmənt **bogactwo zasobów naturalnych**

[157] **foundation** faʊnˈdeɪʃən **fundament, podstawa**

[158] **agriculture** ˈægrɪkʌltʃə **rolnictwo**

[159] **manufacturing** ˌmænjʊˈfæktʃərɪŋ **produkcja przemysłowa**

[160] **to pivot on sth** tə ˈpɪvət ɒn ˈsʌmθɪŋ **zależeć od czegoś, obracać się wokół czegoś**

[161] **foreign-exchange** ˌfɒrən ɪksˈtʃeɪndʒ **wymiana zagraniczna**

[162] **cornerstone** ˈkɔːnəstəʊn **fundament, podstawa**

[163] **rubber** ˈrʌbə **kauczuk**

[164] **maize** meɪz **kukurydza**

[165] **cassava** kəˈsɑːvə **maniok**

[166] **to contribute sth** tə kənˈtrɪbjuːt ˈsʌmθɪŋ ***tu:* wnosić coś, składać się na coś**

[167] **mining** ˈmaɪnɪŋ **górnictwo**

[168] **food processing** fuːd ˈprəʊsesɪŋ **przetwórstwo spożywcze**

[169] **fintech** ˈfɪntek **technologia finansowa**

[170] **employment** ɪmˈplɔɪmənt **zatrudnienie**

[171] **economic output** ˌekəˈnɒmɪk ˈaʊtpʊt **produkcja gospodarcza**

[172] **government revenue** ˈgʌvnmənt ˈrevənjuː **dochody budżetu państwa**

[173] **capital-intensive** ˌkæpɪtl ɪnˈtensɪv **kapitałochłonny**

[174] **to limit sth** tə ˈlɪmɪt ˈsʌmθɪŋ **ograniczać coś**

[175] **in terms of sth** ɪn tɜːmz ɒv ˈsʌmθɪŋ **pod względem czegoś**

[176] **estimated** ˈestɪmeɪtɪd **szacowany**

[177] **heritage region** ˈherɪtɪdʒ ˈriːdʒən **region dziedzictwa (kulturowego, historycznego lub przyrodniczego), region o dużym znaczeniu**

[178] **flagship** ˈflægʃɪp **flagowy**

[179] **ounce** aʊns **uncja**

▶

counting for[182] 57 percent of merchandise exports[183], and the industry contributed GHS 17.7 bln (Ghananian cedi) in taxes[184], a 51 percent increase year-on-year[185].

In April 2025, the Ghana Gold Board (GoldBod) announced[186] measures to purchase portions of gold output to bolster[187] reserves and reduce smuggling, formalising a sector central to Ghana's economic strategy.

Trade, Investment Climate, and Infrastructure

Ghana's export basket[188] remains commodity-heavy, exposing the country to[189] global price shocks[190]. However, it offers a relatively favourable investment climate:

- English law underpins[191] business contracts
- Accra serves as a banking and telecom hub
- Upgraded[192] ports at Tema and Takoradi facilitate[193] trade

Investment opportunities include:

- Agribusiness (cocoa/chocolate processing, horticulture[194])
- Mineral value-addition (gold refining)
- Renewable energy[195] (hydropower, solar, wind)
- Digital services[196] and fintech

Beyond gold and agriculture, Ghana offers opportunities in:

- Energy: offshore gas, hydropower, solar and wind projects
- Tourism: new resorts, upgraded air and road access, eco-lodges
- Digital economy: mobile-money[197] platforms, internet services, start-ups
- Partnerships[198] between local and international firms can create value chains[199] in manufacturing, service delivery, and regional distribution.

Business Environment[200] and Challenges[201]

While Ghana offers a relatively favourable[202] climate for investors compared with many West African peers[203], doing business is not without hurdles[204].

Currency[205] volatility[206] can affect costs and profits, particularly for companies reliant on[207] imported inputs[208] or exporting in foreign currencies. Public-debt pressures[209] occasionally prompt[210] tighter fiscal policies[211], which can influence taxation and government spending.

Bureaucracy and infrastructure bottlenecks[212] remain significant considerations[213]. Registering a business is straightforward[214] for foreigners, and non-Ghanaian investors can legally establish companies, often with 100 percent ownership[215], though some sectors may require local partnerships.

However, the process can be slowed by administrative delays[216], with obtaining business licenses or permits[217] typically taking 2-8 weeks, approvals[218] for land use or construction ranging from 1-3 months, and environmental compliance clearances[219] sometimes extending to 4-6 months, depending on the agency and location.

Corruption, while declining[220], is still a factor in certain sectors, and companies may need to navigate[221] informal payments[222] or delays in public services[223].

Installing utilities[224] such as electricity, water, and telecommunications can take time, particularly outside Accra or other major cities. For example:

- Electricity: In Accra or Kumasi, a new residential or small-business

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[180] **open-pit mine** ˌəʊpən ˈpɪt maɪn **kopalnia odkrywkowa**

[181] **to bring in sth** tə brɪŋ ɪn ˈsʌmθɪŋ **przynosić coś**

[182] **to account for sth** tʊ əˈkaʊnt fə ˈsʌmθɪŋ **odpowiadać za coś**

[183] **merchandise exports** ˈmɜːtʃəndaɪs ˈekspɔːts **eksport towarów**

[184] **tax** tæks **podatek**

[185] **year-on-year** jɪər ɒn jɪə **rok do roku**

[186] **to announce sth** tʊ əˈnaʊns ˈsʌmθɪŋ **ogłaszać coś**

[187] **to bolster sth** tə ˈbəʊlstə ˈsʌmθɪŋ **wzmocnić coś**

[188] **export basket** ˈekspɔːt ˈbɑːskɪt **koszyk eksportowy**

[189] **to expose sth to sth** tʊ eksˈpəʊz ˈsʌmθɪŋ tə ˈsʌmθɪŋ ***tu:* narażać coś na coś**

[190] **price shock** praɪs ʃɒk **szok cenowy**

[191] **to underpin sth** tʊ ˌʌndəˈpɪn ˈsʌmθɪŋ **stanowić podstawę czegoś**

[192] **upgraded** ˈʌpˈgreɪdɪd **zmodernizowany**

[193] **to facilitate sth** tə fəˈsɪlɪteɪt ˈsʌmθɪŋ **umożliwiać coś**

[194] **horticulture** ˈhɔːtɪkʌltʃə **ogrodnictwo**

[195] **renewable energy** rɪˈnjuːəbl ˈenədʒɪ **odnawialne źródła energii**

[196] **digital services** ˈdɪdʒɪtl ˈsɜːvɪsɪz **usługi cyfrowe**

[197] **mobile-money** ˈməʊbaɪl ˈmʌnɪ **płatności mobilne**

[198] **partnership** ˈpɑːtnəʃɪp **współpraca, partnerstwo**

[199] **value chain** ˈvæljuː tʃeɪn **łańcuch wartości**

[200] **business environment** ˈbɪznəs ɪnˈvaɪərənmənt **otoczenie biznesowe, środowisko biznesowe**

[201] **challenge** ˈtʃælɪndʒ **wyzwanie**

[202] **favourable** ˈfeɪvərəbl **przychylny**

[203] **peer** pɪə **rówieśnik**

[204] **hurdle** ˈhɜːdl **przeszkoda**

[205] **currency** ˈkʌrənsɪ **waluta**

[206] **volatility** ˌvɒləˈtɪlətɪ **niestabilność**

[207] **to be reliant on sth** tə biː rɪˈlaɪənt ɒn ˈsʌmθɪŋ **być zależnym od czegoś**

[208] **inputs** ˈɪnpʊts **nakłady, środki produkcji, zasoby (wykorzystywane w procesie produkcyjnym)**

[209] **public-debt pressures** ˈpʌblɪk det ˈpreʃəz **obciążenie długiem publicznym, presja długu publicznego**

[210] **to prompt sth** tə prɒmpt ˈsʌmθɪŋ **skłaniać do czegoś, wymuszać coś**

[211] **fiscal policy** ˈfɪskəl ˈpɒləsɪ **polityka fiskalna**

[212] **bottleneck** ˈbɒtlnek **wąskie gardło**

[213] **considerations** kənˌsɪdəˈreɪʃənz **względy**

[214] **straightforward** streɪtˈfɔːwəd **prosty**

[215] **ownership** ˈəʊnəʃɪp **stan własności**

[216] **delay** dɪˈleɪ **opóźnienie**

[217] **permit** ˈpɜːmɪt **pozwolenie**

[218] **approval** əˈpruːvəl **zgoda**

[219] **environmental compliance clearance** ɪnˌvaɪərənˈmentl kəmˈplaɪəns ˈklɪərəns **zaświadczenie o zgodności z wymogami środowiskowymi**

[220] **to decline** tə dɪˈklaɪn **zmniejszać się**

[221] **to navigate** tə ˈnævɪgeɪt **przebrnąć**

[222] **informal payments** ɪnˈfɔːml ˈpeɪmənts **łapówki**

[223] **public services** ˈpʌblɪk ˈsɜːvɪsɪz **usługi publiczne**

[224] **utilities** juːˈtɪlətɪz **media**

connection may take 4-6 weeks if all documents and deposits are in order. Outside major cities, rural or semi-urban areas can face waits[225] of 3–6 months, especially if transformer upgrades or new lines are needed.

- Water: Urban connections often take 2–8 weeks, while rural areas may require several months for pipeline[226] extensions[227] or new boreholes[228].
- Telecommunications/Internet: Mobile connections are immediate, but a fixed broadband connection[229] can take 1-3 months in cities; in smaller towns, it may take longer due to limited infrastructure.

Delays are usually caused by bureaucracy, infrastructure limitations, and the need for inspections before service activation. For investors or new businesses, planning and coordinating early with utility providers[230] is essential[231] to avoid operational disruptions[232].

Getting paid can also present challenges: delayed payments are not uncommon[233] in both private and public contracts, emphasising[234] the importance of clear contracts, local legal support[235], and risk management[236] strategies.

Despite these obstacles[237], Ghana's relative political stability, English-language business environment, and growing digital and service sectors make it a viable[238] and attractive destination for investors willing to manage frontier-market[239] risks.

[225] **wait** weɪt ***tu:*** **okres oczekiwania**

[226] **pipeline** ˈpaɪplaɪn **rurociąg**

[227] **extension** ɪksˈtenʃən **przedłużenie**

[228] **borehole** ˈbɔːhəʊl **odwiert**

[229] **fixed broadband connection** fɪkst ˈbrɔːdbænd kəˈnekʃən **szerokopasmowy dostęp do internetu**

[230] **provider** prəˈvaɪdə **dostawca**

[231] **essential** ɪˈsenʃəl **niezbędny**

[232] **operational disruptions** ˌɒpəˈreɪʃənl dɪsˈrʌpʃənz **zakłócenia w działalności**

[233] **uncommon** ʌnˈkɒmən **rzadki**

[234] **to emphasise sth** tu ˈemfəsaɪz ˈsʌmθɪŋ **podkreślać coś**

[235] **legal support** ˈliːgəl səˈpɔːt **wsparcie prawne**

[236] **risk management** rɪsk ˈmænɪdʒmənt **zarządzanie ryzykiem**

[237] **obstacle** ˈɒbstəkl **przeszkoda**

[238] **viable** ˈvaɪəbl **realny**

[239] **frontier-market** ˈfrʌntɪə ˈmɑːkɪt **rynek krajów rozwijających się, które są mniej rozwinięte i mniejsze niż rynki wschodzące**

African Gold

Gold has been mined in Africa for millennia. West African kingdoms[1] such as Ghana (ancient Ghana), Mali and Songhai built wealth on the trans-Saharan gold trade from c. AD 700–1600, exchanging gold for salt, textiles and horses. Europeans intensified gold extraction[2] from the 15th century, and colonial powers later industrialised mining, often with exploitative[3] practices. In the 20th and 21st centuries, modern mining corporations and state actors have dominated large-scale extraction, while artisanal miners[4] still provide much of the continent's output. Today, West Africa and Southern Africa are home to many of the continent's largest gold producers, and gold remains a vital[5] export earner.

[1] **kingdom** ˈkɪŋdəm **królestwo**

[2] **extraction** ɪksˈtrækʃən **wydobycie**

[3] **exploitative** ɪkˈsplɔɪtətɪv **wyzyskujący, wykorzystujący**

[4] **artisanal miner** ɑːˈtɪzənl ˈmaɪnə **górnik rzemieślnik**

[5] **vital** ˈvaɪtl **istotny**

INFOBOX

Incredible New Translation Tools Have Arrived – But Will They Get Lost in Translation[1]?

Within the last few months, Apple and Google have rolled out[2] popular new tools that make language translation faster and easier than ever. Is that completely positive? BEM's Michael Gaylord put on[3] his new Ray Ban glasses to get to the bottom of[4] this trend.

[1] **lost in translation** lɒst ɪn træns'leɪʃən **nieoddany w tłumaczeniu (np. o sensie lub stylu wyrażenia źródłowego)**

[2] **to roll out** tə rəʊl aʊt **wprowadzić na rynek**

[3] **to put on sth** tə pʊt ɒn ˈsʌmθɪŋ **zakładać coś**

[4] **to get to the bottom of sth** tə get tə ðə ˈbɒtəm ɒv ˈsʌmθɪŋ **dotrzeć do sedna czegoś**

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For years now, we've been accustomed to[5] using familiar[6] online services[7] such as Google Translate to successfully learn new target language[8] vocabulary[9], check grammatical accuracy[10], and even facilitate[11] communication with friends who

A WORD WORTH REMEMBERING

on the fly
/ɒn ðə flaɪ/
na bieżąco

▶

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[5] **accustomed to sth** əˈkʌstəmd tə ˈsʌmθɪŋ **przyzwyczajony do czegoś**

[6] **familiar** fəˈmɪljə **znany**

[7] **online service** ˌɒnˈlaɪn ˈsɜːvɪs **usługa internetowa**

[8] **target language** ˈtɑːgɪt ˈlæŋgwɪdʒ **język docelowy (na który tłumaczymy jakiś tekst)**

[9] **vocabulary** vəʊˈkæbjʊlərɪ **słownictwo**

[10] **grammatical accuracy** grəˈmætɪkəl ˈækjʊrəsɪ **poprawność gramatyczna**

[11] **to facilitate sth** tə fəˈsɪlɪteɪt ˈsʌmθɪŋ **umożliwiać coś**

speak languages different from our own. For the most part[12], these have worked quite well, especially as new features[13] such as audio examples have been added. However, with the help of artificial intelligence[14] (AI), recent translation tools developed[15] by the big tech[16] companies have taken speech translation to a new level.

How Do They Work?

Two people speak to each other in their respective[17] languages. After each utterance[18], there is a delay[19] of a few seconds during which time the tool translates the speech from, say, English to Spanish. The voice that the listener hears, which is computer generated, mimics[20] the original speaker's intonation and voice. Although manufacturers[21] won't reveal[22] all, the data[23] collected which allows the translators to work is likely[24] taken from existing translation services, textbooks[25], and government[26] documents.

Available[27] Translators

The best products currently on the market (with some others in the works[28]) appear to be Google Meet's live translation (video conferencing tool), Meta's Ray Ban glasses, the latter[29] translating speech almost in real time[30] as the user wears the ultralight, rather[31] stylish[32] glasses. A third tool, an update[33] to Apple's AirPod earbuds[34], will also translate languages from speech on the fly[35]. It's still in the works. This foray into[36] the live translation market is notable[37], said senior business editor[38] at WIRED magazine, Louise Mataskis. "The company tends to hold back[39] [on introducing[40] new tech features] until that technology is really mature[41] and they know it's going to be reliable[42]. So, I think this shows that this technology is starting to mature", she said in an interview[43] with CBC's Piya Chattopadhyay. She also mentioned[44] that the newer generation tools are better at deciphering[45] the meaning[46] of slang terminology.

A Few Wrinkles[47]

As impressive[48] as the technology is, there appear to be some limitations[49] and even a few potential problems. Google's product allows for translation only between Spanish and English, while the Ray Bans accommodate[50] just four languages (French and Italian, in addition to Spanish and English). Google Meet is also limited, in that users must be in the US and must be Google AI Pro premium service members[51]. *That* tidbit[52] of info could be translated to something

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[12] **for the most part** fə ðə məʊst pɑːt **przez większość czasu**

[13] **feature** ˈfiːtʃə **funkcja**

[14] **artificial intelligence** ˌɑːtɪˈfɪʃəl ɪnˈtelɪdʒəns **sztuczna inteligencja**

[15] **developed** dɪˈveləpt **rozwinięty, rozbudowany**

[16] **big tech** ˌbɪg ˈtek **gigant technologiczny**

[17] **respective** rɪsˈpektɪv ***tu:* własny**

[18] **utterance** ˈʌtərəns **wypowiedź**

[19] **delay** dɪˈleɪ **opóźnienie**

[20] **to mimic sth** tə ˈmɪmɪk ˈsʌmθɪŋ **naśladować, imitować coś**

[21] **manufacturer** ˌmænjʊˈfæktʃərə **producent**

[22] **to reveal sth** tə rɪˈviːl ˈsʌmθɪŋ **ujawniać coś**

[23] **data** ˈdeɪtə **dane**

[24] **likely** ˈlaɪklɪ **prawdopodobnie**

[25] **textbook** ˈtekstbʊk **podręcznik**

[26] **government** ˈgʌvnmənt **rząd**

[27] **available** əˈveɪləbl **dostępny**

[28] **in the works** ɪn ðə wɜːks **w przygotowaniu**

[29] **the latter** ðə ˈlætə **ten drugi z wymienionych**

[30] **in real time** ɪn rɪəl taɪm **w czasie rzeczywistym**

[31] **rather** ˈrɑːðə **całkiem**

[32] **stylish** ˈstaɪlɪʃ **stylowy**

[33] **update** ʌpˈdeɪt **aktualizacja**

[34] **earbud** ˈɪəbʌd **słuchawka douszna**

[35] **on the fly** ɒn ðə flaɪ **na bieżąco**

[36] **foray into sth** ˈfɒreɪ ˈɪntʊ ˈsʌmθɪŋ **pierwszy krok na czymś**

[37] **notable** ˈnəʊtəbl **godny uwagi**

[38] **editor** ˈedɪtə **redaktor**

[39] **to hold sth back** tə həʊld ˈsʌmθɪŋ bæk **wstrzymywać coś**

[40] **to introduce sth** tʊ ˌɪntrəˈdjuːs **wprowadzać coś**

[41] **mature** məˈtjʊə ***tu:* dobrze rozwinięty**

[42] **reliable** rɪˈlaɪəbl **solidny, niezawodny**

[43] **interview** ˈɪntəvjuː **wywiad**

[44] **to mention sth** tə ˈmenʃən ˈsʌmθɪŋ **wspominać coś**

[45] **to decipher sth** tə dɪˈsaɪfə ˈsʌmθɪŋ **odczytać coś**

[46] **meaning** ˈmiːnɪŋ **znaczenie, sens**

[47] **wrinkle** ˈrɪŋkl **zmarszczka, *tu:* drobny problem, kłopot**

[48] **impressive** ɪmˈpresɪv **robiący wrażenie**

[49] **limitation** ˌlɪmɪˈteɪʃən **ograniczenie**

[50] **to accommodate sth** tʊ əˈkɒmədeɪt ˈsʌmθɪŋ ***tu:* obsługiwać coś**

[51] **member** ˈmembə **członek**

[52] **tidbit** ˈtɪdbɪt **ciekawostka**

like: you gotta pay a pretty penny[53] for it! Furthermore[54], it doesn't save users' audio. However, Google is expected to add[55] more languages in the very near future, according to[56] a representative[57] interviewed by media.

Some skeptics[58] question[59] how effectively Google's translator works in a real meeting, noting that people don't usually have clear, fluid[60] conversations with each other. "They typically will overlap[61] or interrupt[62], and [there is the possibility of] a cacophony[63] occurring[64] when people are excitedly talking back and forth[65] […] and voices cutting in[66] and then cutting back out[67] again. How is that controlled"? said Roger Kruez, a professor who specialises in the psychology of language at the University of Memphis in the US.

Additionally, while the tech companies producing the tools claim[68] they use objectivity to translate, are they able to capture[69] the nuance of language? Some point out[70] that existing translations can, at times, be formal, even stifled[71]. "Language is not neutral. What we learn in a textbook is not necessarily the way we speak", Mataskis added in her interview. According to

[53] **pretty penny** ˈprɪtɪ ˈpenɪ ***pot.*** **spora kwota, duża suma pieniędzy**

[54] **furthermore** ˈfɜːðəˈmɔː **co więcej**

[55] **to add** tʊ æd **dodawać**

[56] **according to sb** əˈkɔːdɪŋ tə ˈsʌmbədɪ **według kogoś**

[57] **representative** ˌreprɪˈzentətɪv **przedstawiciel**

[58] **skeptic** ˈskeptɪk **sceptyk**

[59] **to question** tə ˈkwestʃən **kwestionować**

[60] **fluid** ˈfluːɪd **płynny**

[61] **to overlap** tʊ ˌəʊvəˈlæp **nakładać się na siebie**

[62] **to interrupt** tʊ ˌɪntəˈrʌpt **przerywać**

[63] **cacophony** kæˈkɒfənɪ **kakofonia**

[64] **to occur** tʊ əˈkɜː **występować**

[65] **to talk back and forth** tə tɔːk bæk ænd fɔːθ **prowadzić dynamiczną wymianę zdań**

[66] **to cut in** tə kʌt ɪn **wtrącać się, wchodzić w słowo**

[67] **to cut back out** tə kʌt bæk aʊt **wycofywać się, znikać z rozmowy, nagle zakończyć wtrącenie**

[68] **to claim** tə kleɪm **twierdzić, utrzymywać**

[69] **to capture sth** tə ˈkæptʃə ˈsʌmθɪŋ **uchwycić, oddawać coś**

[70] **to point out sth** tə pɔɪnt aʊt ˈsʌmθɪŋ **wskazywać na coś**

[71] **stifled** ˈstaɪfld ***tu:*** **sztuczny**

►

critics, the translators assume[72] there's only one way to translate a wide array of[73] words, expressions[74] and slang.

Such monolithic[75] approaches to[76] translation don't fully consider[77] cultural factors[78] that greatly influence[79] language. One user shared an example with BEM. "[While using a textual[80] translation tool to translate from English to Mandarin[81]], the barista in the coffee shop[82] would look at me funny when I asked her if I could use their toilet (in the American way), 'Do you have a bathroom here?', which was a strange way to ask to use the toilet because in Mandarin they don't give people possession of things at their jobs. Therefore[83], to her it appeared that I was asking her a ridiculous[84] question – of course they had a toilet", she said.

So, if the new instant[85] speech translation tools use state media[86] texts to provide vocabulary, the translation could end up[87] being too dry[88]. Because certain[89] sounds that have no equivalent[90] in the target language, they could present challenges for tools expected to make instant translations. "Culture plays a big role when it comes to language, and therefore we can't paint all these languages with the same brush[91], in a sense", noted Mohammad Abdul Mageed, a university researcher[92] specialising in natural language processing[93] and machine learning[94]. "Historically, translation apps[95] have had trouble detecting and properly[96] translating homophones[97] or sarcasm", he added.

THIS TEST IS TO BE TAKEN... PASSIVELY

Complete each sentence with the correct passive form of the verb indicated in brackets.

Example 1 (Present Simple):
New translation tools ______ (use {present simple}) in many international meetings. (use → are used)

Example 2 (Past Simple):
Early versions of the software ______ (develop {past simple}) over ten years ago. (develop → were developed)

1. Large amounts of linguistic data ____________ (collect {present simple}) before these tools can function accurately.
2. The earliest prototypes ____________ (test {past simple}) only in small research labs.
3. During live conversations, speech ____________ (convert {present simple}) into another language within seconds.
4. Only four languages ____________ (support {present simple}) by the Ray Ban glasses at the moment.
5. Concerns ____________ (raise {present perfect}) by experts about how well these devices handle interruptions.
6. In some cases, slang expressions ____________ (interpret {present simple}) too formally by the software.
7. Google's premium translation feature ____________ (limit {present simple}) to users in the United States.
8. Many hope that dying languages ____________ (preserve {future simple}) as AI technology improves.

BEM TEST

Answers: 1. are collected, 2. were tested, 3. is converted, 4. are supported, 5. have been raised, 6. are interpreted, 7. is limited, 8. will be preserved

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[72] **to assume** tʊ ə'sju:m **zakładać**

[73] **wide array of sth** waɪd ə'reɪ ɒv 'sʌmθɪŋ **szeroki wachlarz czegoś**

[74] **expression** ɪks'preʃən **wyrażenie**

[75] **monolithic** ˌmɒnəʊ'lɪθɪk ***tu:*** **nieuwzględniający różnic i niuansów**

[76] **approach to sth** ə'prəʊtʃ tə 'sʌmθɪŋ **podejście do czegoś**

[77] **to consider** tə kən'sɪdə **brać pod uwagę**

[78] **cultural factor** 'kʌltʃərəl 'fæktə **czynnik kulturowy**

[79] **to influence** tʊ 'ɪnflʊəns **wywierać wpływ**

[80] **textual** 'tekstjʊəl **tekstowy**

[81] **Mandarin** 'mændərɪn **język mandaryński**

[82] **coffee shop** 'kɒfɪ ʃɒp **kawiarnia**

[83] **therefore** 'ðeəfɔ: **dlatego też**

[84] **ridiculous** rɪ'dɪkjʊləs **niedorzeczny**

[85] **instant** 'ɪnstənt **natychmiastowy**

[86] **state media** steɪt 'medɪə **media publiczne**

[87] **to end up** tʊ end ʌp ***tu:*** **okazać się**

[88] **dry** draɪ ***tu:*** **sztywny**

[89] **certain** 'sɜ:tn **pewny**

[90] **equivalent** ɪ'kwɪvələnt **odpowiednik**

[91] **to paint sth with the same brush** tə peɪnt 'sʌmθɪŋ wɪð ðə seɪm brʌʃ **traktować wszystko jednakowo, wrzucać do jednego worka**

[92] **researcher** rɪ'sɜ:tʃə **badacz**

[93] **natural language processing** 'nætʃrəl 'læŋgwɪdʒ 'prəʊsesɪŋ **przetwarzanie języka naturalnego**

[94] **machine learning** mə'ʃi:n 'lɜ:nɪŋ **uczenie maszynowe**

[95] **app** æp ***pot.*** **aplikacja**

[96] **properly** 'prɒpəlɪ **poprawnie**

[97] **homophone** 'hɒməʊfəʊn **homofon**

The New Tools Could Facilitate Language Learning

It's worth pointing out that there are some conceivable[98] positives to the development of the new, AI-assisted fast translators. Advances in machine learning could assist in the preservation[99] of dying languages. In this sense, it could be seen as a way of maintaining[100] biodiversity[101]. "We want to preserve the animal kingdom[102], the plant kingdom[103]. Language is a part of us, right? And if we let certain languages go, we are letting parts of us go", added Mageed. Also, if people use the language tools to aid[104] their learning, rather than depend on[105] them, it could pave the way[106] for additional learning settings[107] – after achieving a comfortable level of communicative fluency, one could be more likely to go to the café with a friend fluent in the target language and chatting[108] with them in a natural way, for example.

Yet, as convenient[109] as these new "live" translators can be, they are not a worthy substitute[110] for learning a new language on one's own[111]. Many scientists[112] maintain that learning languages improves our brain's neuroplasticity[113]. What's more, some caution[114] that a lot of work will be needed as tech companies expand the AI-based language tools to cover[115] additional language – after all, there are over 7,000 languages globally. They will have to take extra care when building language models that translate from European languages to Arabic, East Asian and African languages. At this point, perhaps the best approach is to think of tools such as Meta's Ray Bans and Google Meet's Live Translator not as intermediaries[116] between us and our international friends and colleagues. Instead, they can be viewed as a way of supporting[117] those social and professional connections[118].

[98] **conceivable** kənˈsiːvəbl **możliwy**
[99] **preservation** ˌprezɜːˈveɪʃən **zachowanie**
[100] **to maintain** tə meɪnˈteɪn **utrzymywać**
[101] **biodiversity** ˌbaɪəʊdaɪˈvɜːsəti **bioróżnorodność**
[102] **animal kingdom** ˈænɪməl ˈkɪŋdəm **królestwo zwierząt**
[103] **plant kingdom** plɑːnt ˈkɪŋdəm **królestwo roślin**
[104] **to aid sth** tʊ eɪd ˈsʌmθɪŋ **wspomóc, wesprzeć coś**
[105] **to depend on sth** tə dɪˈpend ɒn ˈsʌmθɪŋ **polegać na czymś**
[106] **to pave the way** tə peɪv ðə weɪ **torować drogę**
[107] **setting** ˈsetɪŋ **miejsce**
[108] **to chat** tə tʃæt **ucinać sobie pogawędkę**
[109] **convenient** kənˈviːnjənt **wygodny**
[110] **worthy substitute** ˈwɜːðɪ ˈsʌbstɪtjuːt **godny zastępca**
[111] **on one's own** ɒn wʌnz əʊn **samodzielnie, we własnym zakresie**
[112] **scientist** ˈsaɪəntɪst **naukowiec**
[113] **neuroplasticity** ˌnjʊərəʊplaˈstɪsɨti **neuroplastyczność**
[114] **to caution** tə ˈkɔːʃən **ostrzegać**
[115] **to cover sth** tə ˈkʌvə ˈsʌmθɪŋ **objąć, obejmować coś**
[116] **intermediary** ˌɪntəˈmiːdjərɪ **pośrednik**
[117] **to support sth** tə səˈpɔːt ˈsʌmθɪŋ **wspierać coś**
[118] **connections** kəˈnekʃənz ***tu:*** **relacje**

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RAY-BAN META WAYFARER
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Jonathan Brill

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The Brilliant Jonathan Brill

This is the story of how a frog turned into an octopus[1], and ultimately a thought leader[2] on business transformation.

HE ENCOURAGES LEADERS TO FOCUS ON STRUCTURAL CHANGE RATHER THAN INCREMENTAL IMPROVEMENT.

Jonathan Brill was born in the United States in 1967. Little is publicly known about his childhood[3], but his later career shows early signs of curiosity[4] about how technology and human imagination intersect[5]. He has said that as a child, he was fascinated by how things worked and would dismantle[6] toys to understand their mechanisms. These days, he dissects[7] organisations to see how they work.

He studied Industrial Design at the Pratt Institute in New York, where he learned to combine creativity with practical problem solving[8]. He later completed executive[9] training at the Stanford Graduate School of Business and worked as a research consultant[10] at the MIT Media Lab. This unusual combination of design thinking, technology, and business strategy became the foundation[11] of his professional life. It explains why his approach[12] to futurism is never abstract or academic, but rooted in[13] how ideas can be applied[14] in the real world.

From Frog to Octopus

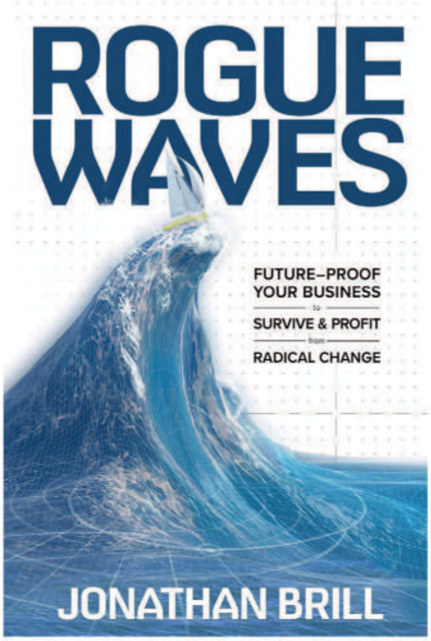
His career began in design and product innovation[15]. He worked as Creative Director at the consultancy[16] Frog Design, one of the world's best-known design firms. There, he helped clients turn ideas into products – more than 350 of them in

A WORD WORTH REMEMBERING

to reinvent oneself
/tə ˌriːɪn'vent wʌn'self/
wymyślać siebie na nowo

[1]	octopus	ˈɒktəpəs	ośmiornica
[2]	thought leader	θɔːt ˈliːdə	osoba lub firma, która dzięki swojej wiedzy, innowacyjnym pomysłom i perspektywom na dany temat, jest uznawana za autorytet i eksperta w swojej branży lub dziedzinie
[3]	childhood	ˈtʃaɪldhʊd	dzieciństwo
[4]	curiosity	ˌkjʊərɪˈɒsətɪ	ciekawość
[5]	to intersect	tʊ ˌɪntəˈsekt	krzyżować się
[6]	to dismantle sth	tə dɪsˈmæntl ˈsʌmθɪŋ	rozbierać coś na części, rozkładać
[7]	to dissect sth	tə daɪˈsekt ˈsʌmθɪŋ	wnikliwie coś analizować
[8]	problem solving	ˈprɒbləm ˈsɒlvɪŋ	rozwiązywanie problemów
[9]	executive	ɪgˈzekjʊtɪv	manager, kierownik
[10]	research consultant	rɪˈsɜːtʃ kənˈsʌltənt	konsultant naukowy
[11]	foundation	faʊnˈdeɪʃən	fundament
[12]	approach	əˈprəʊtʃ	podejście
[13]	rooted in sth	ˈruːtɪd ɪn ˈsʌmθɪŋ	mający źródło w czymś
[14]	to apply sth	tʊ əˈplaɪ ˈsʌmθɪŋ	stosować coś
[15]	product innovation	ˈprɒdʌkt ˌɪnəʊˈveɪʃən	innowacje produktowe
[16]	consultancy	kənˈsʌltənsi	firma konsultingowa

▶



total, which together generated tens of billions of dollars.

That practical grounding[17] in innovation led him naturally to think about the future of organisations. How could companies not only invent new things but also reinvent themselves[18]? He moved into strategy and foresight[19], becoming Global Futurist and Research Director at HP Inc., where he advised on long-term trends shaping technology and society[20]. His remit[21] included examining how automation, digital platforms and artificial intelligence[22] would affect[23] the way companies operate.

Brill now chairs[24] the Center for Radical Change, advising corporate leaders and governments[25] on transformation and innovation. He is a sought-after[26] keynote speaker[27] and consultant for firms navigating[28] disruption[29]. Harvard Business Review recently described him as *"the world's leading transformation architect"*, while Forbes has named him the top-ranked futurist.

Publications and ideas

Johnathan Brill's thinking is expressed most clearly in his two major[30] books.

His first, Rogue Waves[31]*: Future-Proof Your Business to Survive and Profit from Radical Change* (2021), uses the metaphor of a rogue wave – a sudden[32], unexpected and often destructive surge[33] in the ocean, to describe how converging[34] disruptions can hit organisations without warning[35]. Rather than trying to predict each wave, he urges[36] companies to design themselves to stay afloat[37] no matter what comes next[38]. It's a manual[39] for building resilience[40] and opportunity in a turbulent[41] world.

His second book, *AI and the Octopus Organization*: *Building the Superintelligent Firm* (2025), is even more ambitious. It explores how companies need to restructure themselves for the age of artificial intelligence. The central image, the octopus, captures[42] how an organisation can become flexible[43] and intelligent, with decision-making distributed across its limbs[44] rather than concentrated in a central head.

"The octopus isn't just a metaphor," Brill says. *"It's a biological* operating system[45] *for resilience."* In his view, the future of business will not be hierarchical but networked[46]. Intelligence will no longer reside at the top of a pyramid but at the edges[47], close to customers, data[48] and action.

He argues[49] that most AI projects fail not because the technology is weak[50] but because the organisations adopting it are still built for the industrial age[51]. *"AI* deployments[52] rarely[53] *fail because the algorithms don't work,"* he explains. *"They fail because the technology is introduced into organisations that were never designed to take advantage of it."*

Brill's Octopus model has three key features[54]:

- Distributed[55] decision-making[56] – *"Eight Arms."* Authority[57] is pushed to the edges of the organisation so that teams closest to customers and information can act quickly without waiting for central approval[58].

---

[17] **grounding** ˈɡraʊndɪŋ **ugruntowanie, osadzenie (np. w rzeczywistości, w praktyce), gruntowna znajomość**

[18] **to reinvent oneself** tə ˌriːɪnˈvent wʌnˈself **wymyślać siebie na nowo**

[19] **foresight** ˈfɔːsaɪt **przewidywanie, prognozowanie**

[20] **society** səˈsaɪətɪ **społeczeństwo**

[21] **remit** rɪˈmɪt **kompetencje, zakres odpowiedzialności**

[22] **artificial intelligence** ˌɑːtɪˈfɪʃəl ɪnˈtelɪdʒəns **sztuczna inteligencja**

[23] **to affect** tʊ əˈfekt **oddziaływać**

[24] **to chair** tə tʃeə **sprawować funkcję prezesa**

[25] **government** ˈɡʌvənmənt **rząd**

[26] **sought-after** ˈsɔːtˈɑːftə **mający wzięcie**

[27] **keynote speaker** ˈkiːnəʊt ˈspiːkə **główny prelegent, najważniejszy mówca**

[28] **to navigate sth** tə ˈnævɪɡeɪt ˈsʌmθɪŋ **przebrnąć przez coś**

[29] **disruption** dɪsˈrʌpʃən **zakłócenie**

[30] **major** ˈmeɪdʒə **główny, ważny**

[31] **rogue wave** rəʊɡ weɪv **potężna fala**

[32] **sudden** ˈsʌdn **nagły, niespodziewany**

[33] **surge** sɜːdʒ **fala**

[34] **converging** kənˈvɜːdʒɪŋ **zbieżny**

[35] **without warning** wɪˈðaʊt ˈwɔːnɪŋ **bez ostrzeżenia**

[36] **to urge** tʊ ɜːdʒ **zalecać**

[37] **to stay afloat** tə steɪ əˈfləʊt **utrzymać się na powierzchni**

[38] **no matter what comes next** nəʊ ˈmætə wɒt kʌmz nekst **niezależnie od wszystkiego**

[39] **manual** ˈmænjʊəl **podręcznik, instrukcja obsługi**

[40] **resilience** rɪˈzɪlɪəns **odporność, elastyczność**

[41] **turbulent** ˈtɜːbjələnt **niespokojny**

[42] **to capture sth** tə ˈkæptʃə ˈsʌmθɪŋ **uchwycić, oddawać coś**

[43] **flexible** ˈfleksəbl **elastyczny**

[44] **limb** lɪm **kończyna**

[45] **operating system** ˈɒpəreɪtɪŋ ˈsɪstəm **system operacyjny**

[46] **networked** ˈnetwɜːkt **sieciowy, połączony z siecią**

[47] **edge** edʒ **krawędź, brzeg**

[48] **data** ˈdeɪtə **dane**

[49] **to argue** tʊ ˈɑːɡjuː **twierdzić**

[50] **weak** wiːk **słaby**

[51] **industrial age** ɪnˈdʌstrɪəl eɪdʒ **era przemysłowa**

[52] **deployment** dɪˈplɔɪmənt **wdrożenie, zastosowanie**

[53] **rarely** ˈreəlɪ **rzadko**

[54] **key feature** kiː ˈfiːtʃə **kluczowa cecha**

[55] **distributed** dɪsˈtrɪbjuːtɪd ***tu:* rozproszony**

[56] **decision-making** dɪˈsɪʒn meɪkɪŋ **proces podejmowania decyzji**

[57] **authority** ɔːˈθɒrɪtɪ **władza**

[58] **approval** əˈpruːvəl **zgoda, zatwierdzenie**

> JONATHAN BRILL'S CORE MESSAGE IS THAT IN THE AGE OF AI, SUCCESS WILL DEPEND LESS ON EFFICIENCY AND MORE ON ADAPTABILITY.

- Seamless connectivity[59] – *“The Neural Necklace[60].”* Data and intelligence[61] flow freely between the centre and the periphery, linking every part of the organisation through AI-driven communication and shared insight[62].
- Balanced leadership[63] rhythms – *“Three Hearts.”* Leadership operates on three complementary[64] rhythms: analytical, agile[65] and aligned[66], ensuring that[67] strategy, innovation and execution[68] move in harmony rather than in isolation.

His message is that the next generation of firms must think, feel and act more like living organisms than machines.

Advice

His appeal[69] lies partly in his ability to make complex ideas sound human and practical. He often frames[70] transformation as a mindset[71] rather than a project plan. *“You don't have to predict the future,”* he says. *“You just have to know how to change with it.”*

He tells leaders to start small: find one decision that wastes[72] time and deliver it faster and better by empowering[73] the people closest to it with data and AI. *“Transformation begins when people see AI working for them – simplifying[74] workflows[75], uncovering[76] insights, reducing friction[77].”*

He also warns[78] that technology alone will not save a poorly[79] designed company. *“Success comes not from automating tasks but from reimagining[80] how organisations function at every level.”*

He challenges people to take an honest look in the mirror[81]. *“Ask yourself, what are the things we won't do? That's the blue ocean[82]. That's where the opportunity lies.”* He encourages leaders to focus on structural change rather than incremental[83] improvement, thus freeing human potential by redesigning the way work itself is organised.

Why His Work Matters[84]

Jonathan Brill's influence stems from[85] three main factors[86].

Credibility[87]. He is not an academic[88] observing from a distance. He has spent years building real products and guiding[89] innovation in global firms. When he talks about the friction between creativity and corporate systems, he speaks from experience.

Clarity[90]. His metaphors, such as rogue waves and octopuses, are vivid[91] but not gimmicky[92]. They give executives a language for thinking about change that feels alive and urgent[93]. He manages to turn abstract trends like AI and automation into practical questions of design and structure.

Actionability[94]. He doesn't stop at describing problems; he offers concrete steps. His model for the Octopus Organisation sets out[95] how to push authority to the edges, connect teams through intelligent systems and build resilience into the DNA of the organisation.

[59] **seamless connectivity** ˈsiːmlɪs kəˌnekˈtɪvəti **płynna łączność (stan, w którym użytkownik ma nieprzerwany, automatyczny i niewymagający ingerencji dostęp do sieci – Internet, dane, komunikacja – podczas przechodzenia między różnymi technologiami, urządzeniami lub lokalizacjami)**

[60] **necklace** ˈnekləs **naszyjnik**

[61] **intelligence** ɪnˈtelɪdʒəns ***tu:* informacje**

[62] **shared insight** ʃeəd ˈɪnsaɪt ***tu:* wspólne spostrzeżenia**

[63] **leadership** ˈliːdəʃɪp **przywództwo, kierownictwo**

[64] **complementary** ˌkɒmplɪˈmentərɪ **komplementarny, uzupełniający**

[65] **agile** ˈædʒaɪl **elastyczny, zwinny**

[66] **aligned** əˈlaɪnd **dopasowany, uzgodniony**

[67] **to ensure that** tʊ ɪnˈʃʊə ðæt **zapewniać, że, gwarantować, że**

[68] **execution** ˌeksɪˈkjuːʃən **realizacja**

[69] **appeal** əˈpiːl **atrakcyjność, urok**

[70] **to frame** tə freɪm **formułować**

[71] **mindset** ˈmaɪndset **nastawienie, sposób myślenia**

[72] **to waste sth** tə weɪst ˈsʌmθɪŋ **marnować coś**

[73] **to empower sth** tʊ ɪmˈpaʊə ˈsʌmθɪŋ **wspierać, wzmacniać coś**

[74] **to simplify sth** tə ˈsɪmplɪfaɪ ˈsʌmθɪŋ **upraszczać coś**

[75] **workflow** ˈwɜːkfləʊ **organizacja zadań**

[76] **to uncover sth** tʊ ʌnˈkʌvə ˈsʌmθɪŋ **odkrywać coś**

[77] **friction** ˈfrɪkʃən **tarcia**

[78] **to warn** tə wɔːn **ostrzegać**

[79] **poorly** ˈpʊəlɪ **źle**

[80] **to reimagine** tə ˌriːɪˈmædʒɪn **wyobrazić sobie na nowo**

[81] **to take an honest look in the mirror** tə teɪk ən ˈɒnɪst lʊk ɪn ðə ˈmɪrə **uczciwie spojrzeć w lustro**

[82] **blue ocean** bluː ˈəʊʃən **nawiązanie do strategii błękitnego oceanu opisującej to jak firmy mogą osiągnąć wysoki i zrównoważony wzrost zysków poprzez tworzenie nowej przestrzeni rynkowej, w której konkurencja staje się nieistotna**

[83] **incremental** ˌɪŋkrəˈmentl **stopniowy**

[84] **to matter** tə ˈmætə **liczyć się, mieć znaczenie**

[85] **to stem from sth** tə stem frɒm ˈsʌmθɪŋ **wynikać z czegoś**

[86] **factor** ˈfæktə **czynnik**

[87] **credibility** ˌkredɪˈbɪlətɪ **wiarygodność**

[88] **academic** ˌækəˈdemɪk **naukowiec**

[89] **to guide sth** tə gaɪd ˈsʌmθɪŋ ***tu:* wprowadzać coś, przewodniczyć czemuś**

[90] **clarity** ˈklærətɪ **jasność, klarowność**

[91] **vivid** ˈvɪvɪd ***tu:* sugestywny**

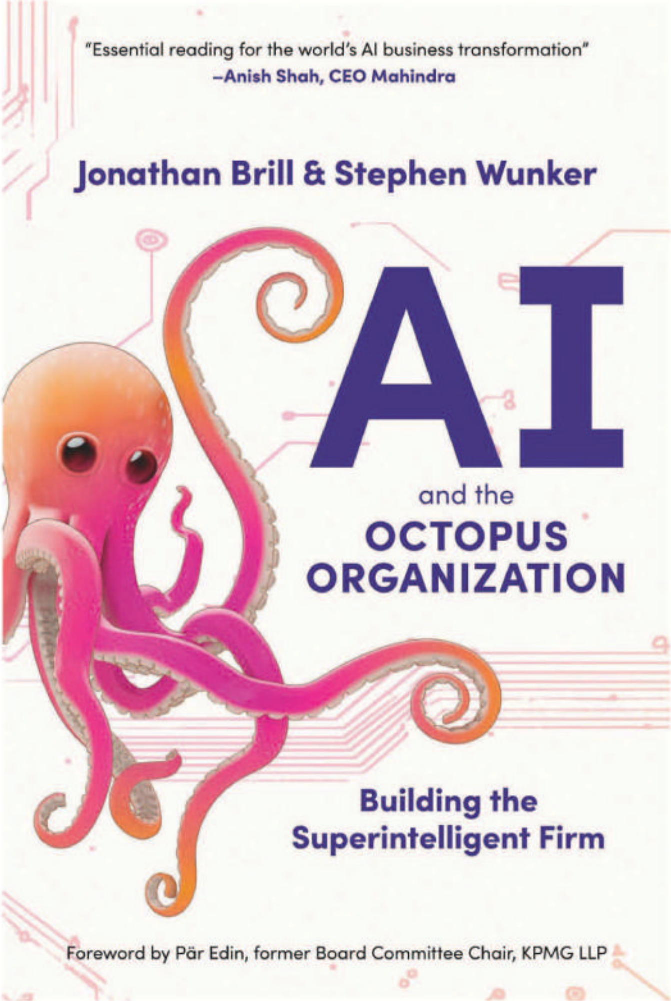
[92] **gimmicky** ˈgɪmɪki **efekciarski, oparty na tanich chwytach**

[93] **urgent** ˈɜːdʒənt **pilny**

[94] **actionability** ˌakʃn̩əˈbɪləti **wykonalność, możliwość podjęcia działania, przydatność w praktyce**

[95] **to set out sth** tə set aʊt ˈsʌmθɪŋ **przedstawiać, określać, wyznaczać coś (*tu:* plan, model)**

►


"Essential reading for the world's AI business transformation"
–Anish Shah, CEO Mahindra
Jonathan Brill & Stephen Wunker
AI
and the
OCTOPUS
ORGANIZATION
Building the
Superintelligent Firm
Foreword by Pär Edin, former Board Committee Chair, KPMG LLP

His ideas arrive at a time when many companies are experimenting with AI, but few are rethinking[96] their organisational architecture. Most still operate on principles[97] designed for a slower, more predictable[98] world, layers[99] of hierarchy, centralised control, and information bottlenecks[100]. His insight is that AI does not fit neatly[101] into those structures. To gain its benefits, organisations must change shape.

In his words, *"AI's true promise isn't replacing humans – it's amplifying[102] our ability to coordinate at unprecedented scale[103]."* He sees it as a chance to reimagine collaboration[104].

His background[105] in industrial design explains much of his approach. Designers are trained to see systems as interconnected[106], to balance beauty, function and user experience[107]. He brings that same sensibility[108] to strategy and leadership. To him, an organisation is a kind of designed artefact[109]: one that must evolve continuously as its environment changes.

Colleagues describe him as energetic, analytical and relentlessly[110] curious[111]. He enjoys challenging assumptions[112] and asking awkward[113] questions about how decisions are made. His speaking style mixes optimism with urgency; he insists[114] that disruption can be harnessed[115] rather than feared, but only by those willing to[116] rebuild themselves.

He has hinted at[117] a further project around *"strategic luck,"* the idea that some organisations seem naturally more fortunate[118] than others because they are structured to notice and seize[119] unexpected[120] opportunities. Watch this space if you want to get lucky!

Time to Morph[121]

Jonathan Brill's core message[122] is simple but radical: in the age of AI, success will depend less on efficiency[123] and more on adaptability[124]. Organisations must learn to sense, respond[125] and evolve like living systems. The companies that do so will not just survive[126] the coming waves of change; they will ride them.

As the boundaries[127] between human and machine intelligence continue to blur[128], Brill's vision of the octopus organisation offers a warning and a roadmap[129]. Those who cling to[130] rigid[131] hierarchies may drown in the next surge of disruption. Those who embrace[132] flexibility, intelligence and connection will thrive[133]. For that reason, Jonathan Brill stands among the most influential thinkers[134] in the architecture of transformation.

[96] **to rethink** tə ˌriːˈθɪŋk **przemyśleć ponownie**
[97] **principle** ˈprɪnsəpl **zasada**
[98] **predictable** prɪˈdɪktəbl **przwidywalny**
[99] **layer** ˈleɪə **warstwa**
[100] **information bottleneck** ˌɪnfəˈmeɪʃənˈbɒtlnek **wąskie gardło informacyjne, zator informacyjny**
[101] **neatly** ˈniːtlɪ **zgrabnie**
[102] **to amplify sth** tʊ ˈæmplɪfaɪ ˈsʌmθɪŋ **wzmacniać coś**
[103] **at unprecedented scale** æt ʌnˈpresɪdəntɪd skeɪl **na niespotykaną skalę**
[104] **collaboration** kəˌlæbəˈreɪʃən **współpraca**
[105] **background** ˈbækgraʊnd ***tu:*** **doświadczenie**
[106] **interconnected** ˈɪntəkəˈnektɪd **połączone**
[107] **user experience** ˈjuːzər ɪksˈpɪərɪəns **doświadczenie użytkownika**
[108] **sensibility** ˌsensɪˈbɪlətɪ **wrażliwość**
[109] **artefact** ˈɑːtɪfækt ***tu:*** **artefakt, ludzkie dzieło**
[110] **relentlessly** rɪˈlentləsli **nieustannie**
[111] **curious** ˈkjʊərɪəs **ciekawy**
[112] **assumption** əˈsʌmpʃən **założenie**
[113] **awkward** ˈɔːkwəd **niezręczny**
[114] **to insist** tʊ ɪnˈsɪst **uparcie twierdzić**
[115] **to harness** tə ˈhɑːnəs **wykorzystywać**
[116] **willing to do sth** ˈwɪlɪŋ tə duː ˈsʌmθɪŋ **skłonny do zrobienia czegoś**
[117] **to hint** tə hɪnt **robić aluzję do czegoś**
[118] **fortunate** ˈfɔːtʃənət **mający szczęście**
[119] **to seize sth** tə siːz ˈsʌmθɪŋ **wykorzystać coś**
[120] **unexpected** ˈʌnɪksˈpektɪd **niespodziewany**
[121] **to morph** tə mɔːf **przemienić**
[122] **core message** kɔː ˈmesɪdʒ **główny przekaz**
[123] **efficiency** ɪˈfɪʃənsɪ **efektywność, wydajność**
[124] **adaptability** əˌdæptəˈbɪlətɪ **zdolność przystosowania się**
[125] **to respond** tə rɪsˈpɒnd **reagować**
[126] **to survive** tə səˈvaɪv **przetrwać**
[127] **boundary** ˈbaʊndərɪ **granica**
[128] **to blur** tə blɜː **zamazać, zacierać się**
[129] **roadmap** ˈrəʊd map **plan działania**
[130] **to cling to sth** tə klɪŋ tə ˈsʌmθɪŋ **kurczowo się czegoś trzymać**
[131] **rigid** ˈrɪdʒɪd **sztywny, niezmienny**
[132] **to embrace sth** tʊ ɪmˈbreɪs ˈsʌmθɪŋ ***tu:*** **wykorzystywać coś**
[133] **to thrive** tə θraɪv **odnosić sukcesy**
[134] **thinker** ˈθɪŋkə **myśliciel**

by Paul Martin from
www.go-native.pl

Business Dialogues:

When the Numbers Don’t Add Up[1]

NimbusQ once called itself “the future of smart scheduling[2].” Investors agreed. Last year, the company raised money[3] at a high valuation[4] and hired[5] quickly. But sales slowed, growth targets were missed, and cash started disappearing[6] faster than planned. To survive[7], the company now must raise[8] new investment[9], but at a much lower valuation[10].

CEO[11] Lena must sit with her board[12], accept the financial reality, and decide who will stay, who will go, and how to explain everything without destroying what remains[13] of the company culture[14].

ACT 1: Difficult News

A quiet boardroom[15]. Afternoon light reflects on the long glass table. Three people sit with laptops open but untouched.

Victor (lead investor) closes a document on his screen.

Victor: We have the final offer. The deal is confirmed. The investor will wire[16] the money, but the valuation is eighty million.

(Lena looks up. Her last round was at 160 mln).

Lena: That means the company is now worth half of what it was.

Priya: I’m afraid so. It’s officially a down-round[17].

There is a long pause.

Lena: Last year, I told the team that we were on a growth rocket. We doubled headcount[18]. People left stable jobs because they believed in our vision. Now I need to explain why we are suddenly… going backwards[19].

Victor: Look, if it helps, you’re not the only one. The market has changed. Investors want profit, not just growth. Every company is being valued lower, even big ones.

Priya: We don’t approve[20] the down-round because we don’t believe in you. We approve it because we *do* believe in you, and we want the company to survive.

Lena (softly): So what must we do?

Victor: Cut costs[21] until you can survive eighteen months without more funding.

Priya: That means big decisions. Not just cancelling[22] software[23] subscriptions, you must reduce people.

Lena: I understand the numbers. I just wish they weren’t connected to real humans.

Victor: Nobody enjoys this. But if you do nothing now, everyone will lose their job later. This is survival, not surrender[24].

Lena is silent again. She presses her fingers together.

Lena: I can face financial reality. I just hate the idea of breaking trust[25].

Priya: Then don’t break it. Communicate honestly, treat people with respect, and some of them will stay. But you cannot avoid the pain[26].

[1] **to add up** tʊ æd ʌp **zgadzać się**
[2] **scheduling** ˈʃedjuːlɪŋ **planowanie**
[3] **to raise money** tə reɪz ˈmʌnɪ **pozyskać środki, zebrać pieniądze**
[4] **at a high valuation** æt ə haɪ ˌvæljʊˈeɪʃən **przy wysokiej wycenie**
[5] **to hire sb** tə ˈhaɪə ˈsʌmbədɪ **zatrudniać kogoś**
[6] **to disappear** tə ˌdɪsəˈpɪə **znikać**
[7] **to survive** tə səˈvaɪv **przetrwać**
[8] **to raise sth** tə reɪz ˈsʌmθɪŋ ***tu:* pozyskać coś**
[9] **investment** ɪnˈvestmənt **inwestycja**
[10] **at a much lower valuation** æt ə mʌtʃ ˈləʊə ˌvæljʊˈeɪʃən **przy znacznie niższej wycenie**
[11] **CEO = Chief Executive Officer** ˌsiː iː ˈəʊ = tʃiːf ɪgˈzekjətɪv ˈɒf.ɪ.sə **dyrektor generalny**
[12] **board** bɔːd **zarząd**
[13] **to remain** tə rɪˈmeɪn **pozostawać**
[14] **company culture** ˈkʌmpənɪ ˈkʌltʃə **kultura organizacyjna**
[15] **boardroom** ˈbɔːdruːm **sala posiedzeń zarządu**
[16] **to wire** tə ˈwaɪə **przelać**
[17] **down-round** daʊn raʊnd **runda finansowania w dół, spadkowa runda**
[18] **headcount** ˈhedkaʊnt **liczebność załogi**
[19] **to go backwards** tə gəʊ ˈbækwədz **cofać się**
[20] **to approve** tʊ əˈpruːv **akceptować, zatwierdzać**
[21] **to cut costs** tə kʌt kɒsts **ciąć koszty**
[22] **to cancel sth** tə ˈkænsəl ˈsʌmθɪŋ **anulować coś**
[23] **software** ˈsɒftweə(r) **oprogramowanie**
[24] **surrender** səˈrendə **kapitulacja, składanie broni**
[25] **breaking trust** ˈbreɪkɪŋ trʌst **utrata zaufania**
[26] **to avoid the pain** tʊ əˈvɔɪd ðə peɪn **uniknąć bólu, cierpienia**

A WORD WORTH REMEMBERING

random
/ˈrændəm/
przypadkowy, losowy

ACT 2: The Choices

Next morning. A small meeting room. Screens show financial graphs. Mateo, the CFO[27], has been up since 5am.

Lena: I need multiple versions of a cost-cutting plan, not just one.

Mateo: Done. I created three.

He pushes a document across the table.

Mateo: Option A: Small cuts: nine months of runway[28]. Option B: Medium cuts: one year. Option C: Major restructure[29]: eighteen months.

Lena: Explain "major restructure."

Mateo: We shrink[30] the company by twenty-five percent. Around forty people. Mostly sales and operations[31]. Engineering and product stay mostly intact[32]; we must protect what makes us valuable[33].

Lena: And if we take the smaller option?

Mateo: Then we will be right back here in nine months, asking for money again. And we will look even weaker.

Lena: And morale?

Mateo: It will fall in every scenario. The difference is whether we manage it or ignore it. If layoffs[34] feel random[35], people will panic and leave. If we are transparent[36], and if we give the people who stay a real reason[37] to commit[38], we can stabilise.

Lena: A reason like… what?

Mateo: Fresh stock options[39]. Not huge grants[40], but enough for people to feel the company still belongs to them.

Lena (thinking aloud): That means layoffs and equity grants on the same day.

Mateo: Yes. Imagine you are one of the survivors: you've just watched your friends lose their jobs. Tomorrow you get a LinkedIn message offering a higher salary somewhere else. Why stay? You need a reason.

Lena: What about messaging[41]?

Mateo: We must control the story[42]. If someone leaks[43] the phrase "down-round" without context, people will assume[44] the company is dying.

Lena: So we must *say it ourselves*. Before rumours[45] begin.

Mateo: Exactly. Remote companies[46] can fall apart[47] in hours if communication is unclear. Slack becomes a rumour machine.

Lena: I will speak to them live. Not a long email. Not a company memo[48].

Mateo: Good. And one more thing: support[49] for those leaving. If departures[50] feel cold or automated, if they just receive a calendar invite[51], the emotional damage will spread[52] to the entire team.

Lena: I hate this.

ACT 3: The Plan

Two days later. Back in the boardroom. The plan is ready.

Lena (presenting): We accept the down-round. I will explain to the team:

– The market changed, not just us

– We need to reduce costs

– We believe the product still has a future

Victor: Good start.

Lena: We will reduce headcount by twenty-five percent. Cuts will focus on projects that are not profitable[53] or not strategic. We are not removing the core product[54] team.

Priya: How will you speak to the company?

Lena: I will address[55] them live on video. I will explain the situation directly[56]. I will not hide[57] the fact that this is a down-round[58]. If I hide it, people will search for information elsewhere and think we are lying.

Victor: And those leaving?

Lena: They will receive a human conversation, no emails, four weeks of paid transition time[59], and appropriate[60] help with finding their next job. If we must lose people, we do it with respect[61].

Priya: And those who remain?

Lena: They will get refreshed stock options. I will say: "Yes, the company is smaller. But your ownership[62] is now bigger. If we rebuild successfully, you will benefit[63]."

Victor: Tone?

Lena: Honest[64], not dramatic. We are not collapsing. We are correcting course[65].

Priya: That matters. Many teams can accept bad news if it is clear and fair[66].

Lena: I will also stay available[67] for questions.

Victor: Good. Uncertainty[68] destroys trust faster than layoffs.

Lena closes her laptop.

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[27] **CFO = Chief Financial Officer** ˈsiːefəʊ tʃiːf faɪˈnænʃəl ˈɒfɪsə **dyrektor finansowy**

[28] **runway** ˈrʌnweɪ **pozostały czas (*w kontekście startupów i finansów*: czas, jaki pozostał firmie do wyczerpania rezerw gotówkowych), *dosł.* pas startowy**

[29] **major restructure** ˈmeɪdʒə ˌriːˈstrʌktʃə(r) **poważna restrukturyzacja**

[30] **to shrink** tə ʃrɪŋk **zmniejszać**

[31] **operations** ˌɒpəˈreɪʃənz **działania operacyjne**

[32] **intact** ɪnˈtækt **nietknięty, nienaruszony**

[33] **valuable** ˈvæljʊəbl **wartościowy, cenny**

[34] **layoffs** ˈleɪˈɒfs **zwolnienia**

[35] **random** ˈrændəm **przypadkowy, losowy**

[36] **transparent** trænsˈpeərənt **transparentny, szczery**

[37] **reason** ˈriːzn **powód**

[38] **to commit** tə kəˈmɪt **angażować się**

[39] **stock options** stɒk ˈɒpʃənz **opcje na akcje, prawo wykupu akcji po określonej cenie**

[40] **grant** grɑːnt **dotacja, grant**

[41] **messaging** ˈmesɪdʒɪŋ **komunikacja**

[42] **story** ˈstɔːrɪ ***tu:* narracja**

[43] **to leak** tə liːk ***tu:* ujawniać**

[44] **to assume** tʊ əˈsjuːm **zakładać**

[45] **rumour** ˈruːmə **plotka, pogłoska**

[46] **remote company** rɪˈməʊt ˈkʌmpənɪ **firma stawiająca na pracę zdalną**

[47] **to fall apart** tə fɔːl əˈpɑːt **rozpadać się**

[48] **company memo** ˈkʌmpənɪ ˈmeməʊ **firmowa notatka, oficjalna informacja wewnętrzna**

[49] **support** səˈpɔːt **wsparcie**

[50] **departure** dɪˈpɑːtʃə **odejście**

[51] **calendar invite** ˈkæləndər ɪnˈvaɪt **zaproszenie w kalendarzu (w programie, np. Outlook)**

[52] **to spread** tə spred **rozprzestrzeniać się**

[53] **profitable** ˈprɒfɪtəbl **dochodowy, rentowny**

[54] **core product** kɔː ˈprɒdʌkt **podstawowy produkt**

[55] **to address sb** tʊ əˈdres ˈsʌmbədɪ **zwracać się do kogoś**

[56] **directly** dɪˈrektlɪ **wprost**

[57] **to hide sth** tə haɪdˈsʌmθɪŋ **ukrywać coś**

[58] **down-round** daʊn raʊnd **runda finansowania przy niższej wycenie**

[59] **transition time** trænˈsɪʒən taɪm **okres przejściowy, okres poszukiwania pracy**

[60] **appropriate** əˈprəʊprɪət **odpowiedni, stosowny**

[61] **respect** rɪsˈpekt **szacunek**

[62] **ownership** ˈəʊnəʃɪp **stan własności**

[63] **to benefit** tə ˈbenɪfɪt **zyskiwać**

[64] **honest** ˈɒnɪst **szczery**

[65] **to correct course** tə kəˈrekt kɔːs **korygować kurs**

[66] **fair** feə **uczciwy**

[67] **available** əˈveɪləbl **dostępny**

[68] **uncertainty** ʌnˈsɜːtntɪ **niepewność**

She looks tired, but her voice is steady[69].

Lena: Tomorrow will be the hardest day of my career. But the company will still exist the day after. That is my responsibility[70], and I accept it.

1. Investment & Funding Language

Language for discussing company value, fundraising, and investor expectations.

- **down-round** – an investment round at a lower company valuation than before

The company had to accept a down-round to keep operating.

- **valuation** – the estimated financial value of a company

The new valuation was half of what they achieved last year.

- **runway** – the amount of time a company can operate before it runs out of money

They needed at least eighteen months of runway to recover[71].

- **term sheet** – a document that outlines the main conditions of an investment

Victor told Lena the term sheet was final and ready to sign.

- **market correction** – a change in market conditions that lowers prices or valuations

The investors explained that this was a market correction, not a punishment[72].

- **equity refresh** – giving employees new stock options to motivate them to stay

After the layoffs, the company offered an equity refresh to the remaining team.

- **wire the money** – to transfer investment funds electronically

The investor agreed to wire the money as soon as the agreement was signed.

2. Restructuring & Layoff Language

Language for managing cost reductions and explaining why jobs must change or disappear.

- **headcount reduction** – cutting the number of people employed

The board required a twenty-five percent headcount reduction.

- redundant role[73] – a job that is no longer needed in the new plan

Several sales roles became redundant when the company changed strategy.

- **survivor employees** – workers who remain after layoffs

Without support, survivor employees might quickly leave too.

- **cost-cutting scenario** – a plan showing what happens if spending is reduced by different amounts

The CFO prepared three cost-cutting scenarios for the CEO.

- **core product** – the main product or service the company is built around

They decided not to cut the core product team because it was essential[74].

- **transition support** – help given to employees who are leaving the company

Lena promised transition support so no one would feel abandoned[75].

- **respectful exit** – leaving the company with dignity[76], clear information, and fair treatment

A respectful exit makes it more likely that people will speak positively afterward.

3. Crisis Communication & Leadership

Language for communicating difficult news, protecting trust, and keeping morale stable.

- **control the message** – manage how information is communicated to avoid confusion or panic

If leaders do not control the message, rumours will spread instead.

- **live address** – speaking directly to employees in real time, usually by video or meeting

Lena chose to give a live address instead of writing an email.

- **transparency** – honest and open communication about what is happening and why

The board agreed that transparency was the only way to keep trust.

- **stabilise morale** – prevent employee motivation and confidence[77] from falling further

Clear information helps stabilise morale during uncertain times[78].

- **uncertainty kills** – a saying meaning that unclear information is more damaging than bad news

Victor reminded Lena that uncertainty kills startups faster than layoffs.

- **emotional impact** – the feelings caused by a difficult decision, such as fear or sadness

They discussed how to reduce the emotional impact on the team.

- recommit[79] – choose to stay and continue supporting the company after a crisis

Equity refresh helped remaining employees recommit to the company.

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[69] **steady** ˈstedɪ ***tu:*** **opanowany**

[70] **responsibility** rɪsˌpɒnsəˈbɪlətɪ **odpowiedzialność**

[71] **to recover** tə rɪˈkʌvə **dochodzić do siebie**

[72] **punishment** ˈpʌnɪʃmənt **kara**

[73] **redundant role** rɪˈdʌndənt rəʊl **zbędne stanowisko, stanowisko przeznaczone do likwidacji (ze względu na restrukturyzację)**

[74] **essential** ɪˈsenʃəl **niezbędny, podstawowy**

[75] **abandoned** əˈbændənd **porzucony**

[76] **dignity** ˈdɪgnɪtɪ **godność, szacunek**

[77] **confidence** ˈkɒnfɪdəns **zaufanie**

[78] **uncertain times** ʌnˈsɜːtn taɪmz **niepewne czasy**

[79] **to recommit** tə ˈriːkəˈmɪt **ponownie się zaangażować się, zdecydować się pozostać i nadal wspierać firmę po kryzysie**

Morris Chang (b. 1931)

is a Taiwanese-American engineer who transformed global technology by founding[1] TSMC, the world's most advanced chipmaker[2]. Before TSMC, tech companies had to design and produce their own semiconductors[3], limiting innovation and access. Chang's "pure-play foundry" model[4], fabricating chips for others, freed startups to design without building factories, fuelling[5] the rise of firms like Apple, NVIDIA, and Qualcomm. This shift[6] repositioned Taiwan as a global tech powerhouse[7] and made TSMC vital to everything from smartphones to AI. Today, TSMC produces over 90 percent of the world's most advanced chips. Chang's legacy is not just technical but geopolitical: semiconductors have become the core infrastructure of the modern world.

Jane Goodall (1934–2025)

was a British primatologist[8] and conservationist whose work reshaped how we see animals. With no formal scientific training, she arrived in Gombe, Tanzania in 1960, where her observations of chimpanzees using tools, forming hierarchies, and expressing emotion upended[9] long-held beliefs about human uniqueness. Earning a PhD[10] at Cambridge, she later founded the Jane Goodall Institute (1977) to support conservation and community-led[11] development, and, later, Roots & Shoots, a global youth movement for environmental action. She became a tireless[12] public speaker and UN Messenger of Peace. In her final message, released posthumously[13], she urged[14] courage in difficult ecological and political times, "Your life matters. What you do every day makes a difference. Don't give up."

Jensen Huang (b. 1963)

is a Taiwanese-American engineer who co-founded NVIDIA and reshaped[15] computing by turning graphics chips[16] into the engines of the AI revolution. Originally[17] designed for video games, NVIDIA's GPUs, under Huang's leadership, have since become essential for training large-scale[18] machine learning models[19]. This has enabled breakthroughs[20] in fields from autonomous vehicles and medical imaging to climate modelling and generative AI. By democratising access to high-performance computing, Huang lowered[21] barriers for researchers and startups worldwide. In doing so, he helped unlock[22] a wave of innovation that has transformed global industries. NVIDIA's central role in powering AI infrastructure has made Huang one of the defining figures of 21st-century technology.

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[1] **to found sth** tə faʊnd ˈsʌmθɪŋ **założyć coś**

[2] **chipmaker** ˈtʃɪpˌmeɪkə(r) **producent chipów/półprzewodników**

[3] **semiconductor** ˌsemɪkənˈdʌktə(r) **półprzewodnik**

[4] **"pure-play foundry" model** ˌpjʊə pleɪ ˈfaʊndrɪ ˈmɒdl **model "czystej odlewni" (model, w którym firma zajmuje się wyłącznie produkcją dla innych)**

[5] **to fuel sth** tə fjuːəl ˈsʌmθɪŋ **napędzać coś**

[6] **shift** ʃɪft **zmiana, przesunięcie**

[7] **global tech powerhouse** ˈgləʊbəl tek ˈpaʊə(r) haʊs **globalna potęga technologiczna**

[8] **primatologist** ˌpraɪməˈtɒlədʒɪst **prymatolog**

[9] **to upend sth** tʊ ʌpˈend ˈsʌmθɪŋ **radykalnie coś zmienić**

[10] **to earn a PhD** tʊ ɜːn ə piː eɪtʃ diː **uzyskać/zdobyć doktorat**

[11] **community-led** kəˌmjuːnəti led **prowadzony/kierowany przez społeczność**

[12] **tireless** ˈtaɪələs **niestrudzony, niezmordowany**

[13] **posthumously** ˈpɒstjʊməsli **pośmiertnie**

[14] **to urge** tʊ ɜːdʒ **nakłaniać, ponaglać, usilnie prosić**

[15] **to reshape sth** tə ˌriːˈʃeɪp ˈsʌmθɪŋ **przekształcać coś, nadawać czemuś nowy kształt**

[16] **graphics chips** ˈgræfɪks tʃɪps **układy graficzne, chipy graficzne**

[17] **originally** əˈrɪdʒɪnəli **pierwotnie, początkowo**

[18] **large-scale** ˌlɑːdʒ ˈskeɪl **na dużą skalę, wielkoskalowy**

[19] **machine learning model** məˈʃiːn ˈlɜːnɪŋ ˈmɒdl **model uczenia maszynowego**

[20] **breakthrough** ˈbreɪkθruː **przełom**

[21] **to lower sth** tə ˈləʊə(r) ˈsʌmθɪŋ **obniżać, zmniejszać coś**

[22] **to unlock sth** tʊ ʌnˈlɒk ˈsʌmθɪŋ **odblokować coś, uwolnić coś (potencjał, możliwości)**

The Series *House of Guinness*

Few brands have achieved synonymity with their country of origin[1] like Guinness, and a visit to the Emerald Isle[2] is incomplete without downing a pint[3] of the black gold. There is also a grand story to be told of 19th-century Ireland under British rule, and four siblings feuding[4] following the death of Sir Benjamin Guinness. Throw in Steven Knight, the creator of the hit series Peaky Blinders, and House of Guinness looks like a recipe for success[5].

While many have quaffed[6] the episodes enthusiastically, despite[7], or perhaps because of the now almost statutory[8] gratuitous[9] sex scenes and expletives[10] that come with most adult Netflix series these days, the show has bombed[11] in its home country. While the Dublin accents are authentic (to the point of incomprehensibility[12] for some), critics argue that the Irish characterisation is as clichéd as leprechauns in green suits. For historical purists, the billing[13] as fiction based on fact doesn't cut it. The lighting is dark and menacing, giving the series the feel of a Victorian steampunk horror film. For those who enjoyed Peaky Blinders and are not too worried about accuracy, it may well provide an enjoyable romp[14] through the brewery[15] and dirty washing of the Guinness family. Best enjoyed with a glass of stout and a pinch of salt[16].

HOUSE OF GUINNESS
NETFLIX | SEPTEMBER 25

Starring: Anthony Boyle, Louis Partridge, Emily Fairn, Fionn O'Shea
Directed: Tom Shankland and Mounia Akl
Creator, Writer, Executive Producer: Steven Knight
Release: 25th of September 2025, Netflix
Genres: Biography, Drama, History

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[1] **country of origin** ˈkʌntrɪ ɒv ˈɒrɪdʒɪn **kraj pochodzenia**

[2] **Emerald Isle** ˈemərəld aɪl **Zielona Wyspa**

[3] **to down a pint** tə daʊn ə paɪnt **wychylić kufel**

[4] **to feud** tə fjuːd **toczyć konflikt**

[5] **recipe for success** ˈresɪpɪ fə sək'ses **przepis na sukces**

[6] **to quaff** tə kwɒf **wypijać haustem**

[7] **despite sth** dɪs'paɪt ˈsʌmθɪŋ **po/mimo czegoś**

[8] **statutory** ˈstætjʊtərɪ **obowiązkowy**

[9] **gratuitous** grə'tjuːɪtəs **niepotrzebny**

[10] **expletive** eks'pliːtɪv **przekleństwo**

[11] **to bomb** tə bɒm ***tu:*** **nie wypalić**

[12] **incomprehensibility** ɪnˌkɒmprɪhensə'bɪlətɪ **niezrozumiałość, enigmatyczność**

[13] **billing** ˈbɪlɪŋ **określanie , nazywanie (czegoś)**

[14] **romp** rɒmp ***tu:*** **przegląd, przen. przejażdżka (przez coś)**

[15] **brewery** ˈbrʊərɪ **browar**

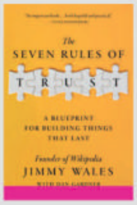
[16] **with a pinch of salt** wɪð ə pɪntʃ ɒv sɔːlt **z niedowierzaniem, z pewnym dystansem**

The Seven Rules of Trust: A Blueprint[1] for Building Things That Last – Jimmy Wales with Dan Gardner

Wikipedia founder Jimmy Wales teams up with journalist Dan Gardner to explore how trust underpins[2] every lasting organisation. In *The Seven Rules of Trust*, they argue that amid today's declining confidence in institutions, trust has become a super-power – the invisible currency that determines whether teams, companies and communities[3] succeed or fail. While many people dismissed the online encyclopaedia in the early days, it has established itself as a leading model of collaborative human enterprise[4], so we can give Wales the benefit of the doubt[5] in knowing what he is talking about.

The book sets out[6] seven practical "rules:" purpose, transparency, reliability, empowerment, connection, renewal, and alignment, showing how leaders can build credibility and resilience[7] through consistent behaviour rather than slogans. Drawing on[8] Wales's experience managing one of the world's largest volunteer networks, the book blends insight and accessibility, with real-world examples replacing management jargon.

It is a timely and engaging read for anyone interested in leadership, culture, or organisational longevity, and you could also reflect on it at a personal level. While the subject matter isn't entirely new, Wales's first-hand perspective and Gardner's clear prose[9] give it freshness and authority. The framework is straightforward, widely applicable and easy to understand and digest. Readers seeking deep academic analysis may find it errs towards[10] the practical and anecdotal more than scientific evidence.



The Seven Rules of Trust is an easy-to-read guide to process of rebuilding trust. It is well worth dipping into[11] to pick out[12] some useful perspectives and ideas.

Published: October 28, 2025, by Crown Currency
Price: Kindle USD 15.74, Hardback USD 27.96

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[1] **blueprint** ˈbluːprɪnt **plan, projekt**

[2] **to underpin sth** tʊ ˌʌndə'pɪn ˈsʌmθɪŋ **wzmacniać, podtrzymywać coś**

[3] **community** kə'mjuːnɪtɪ **społeczność**

[4] **enterprise** ˈentəpraɪz **przedsięwzięcie, projekt**

[5] **benefit of the doubt** ˈbenɪfɪt ɒv ðə daʊt **kredyt zaufania**

[6] **to set out sth** tə set aʊt ˈsʌmθɪŋ **przedstawiać coś**

[7] **resilience** rɪ'zɪlɪəns **elastyczność**

[8] **to draw on sth** tə drɔː ɒn ˈsʌmθɪŋ **opierać się na czymś**

[9] **prose** prəʊz **proza**

[10] **to err towards sth** tʊ ɜː tə'wɔːdz ˈsʌmθɪŋ ***tu:*** **skręcać w kierunku czegoś**

[11] **to dip into sth** tə dɪp ˈɪntʊ ˈsʌmθɪŋ **przeglądać coś**

[12] **to pick out sth** tə pɪk aʊt ˈsʌmθɪŋ **wybierać coś**

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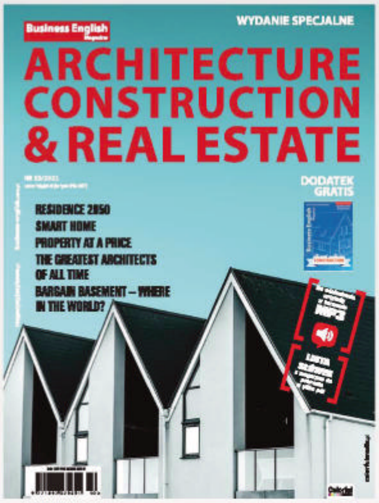
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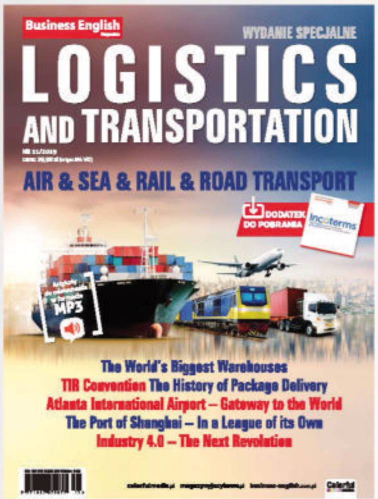
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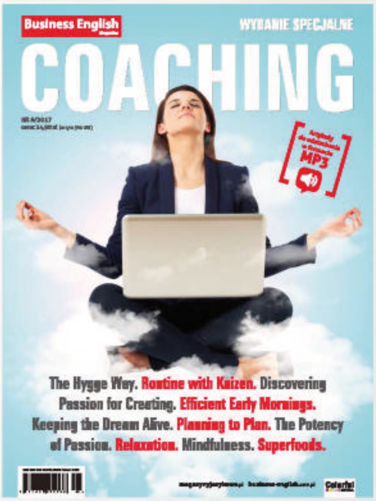
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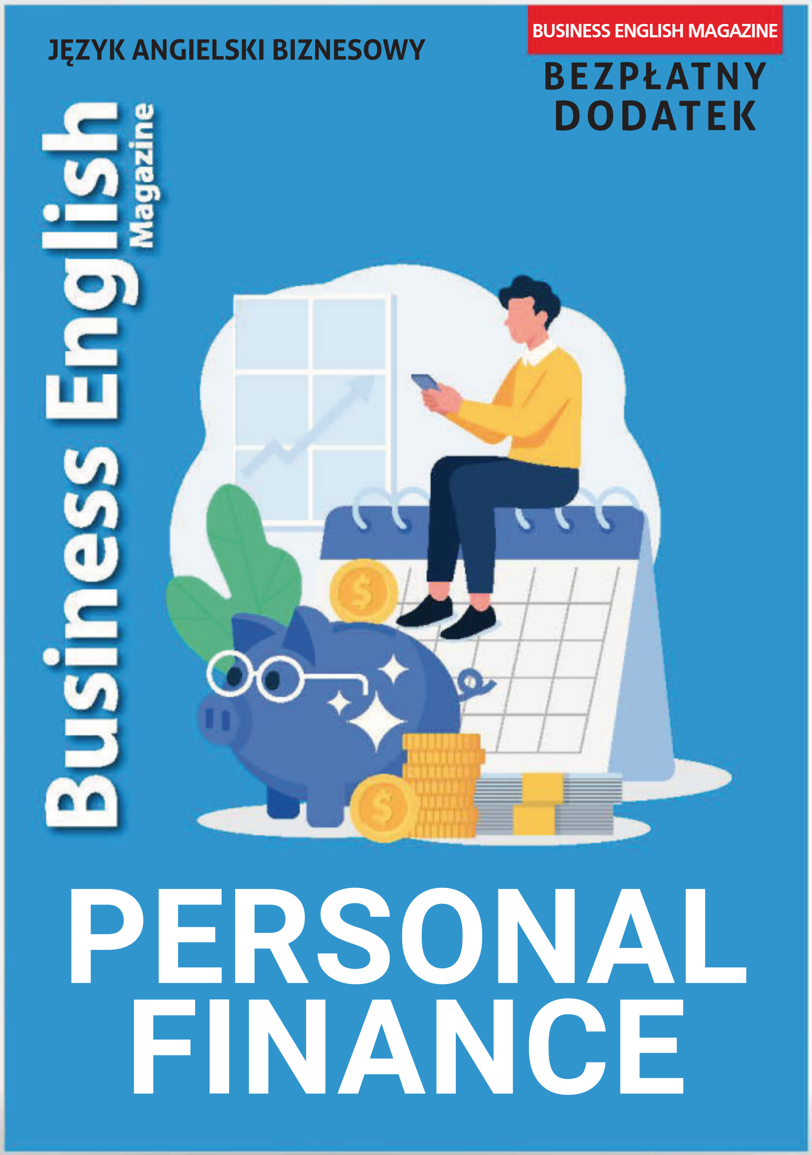

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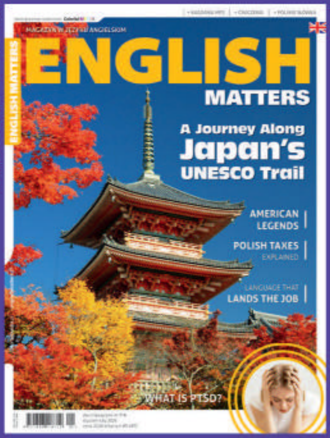
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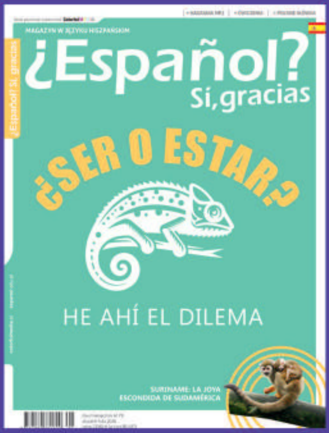
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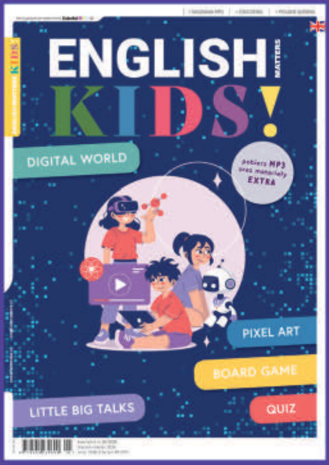
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